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Technology

OCTOBER 14, 1950

# The National *Provisioner*

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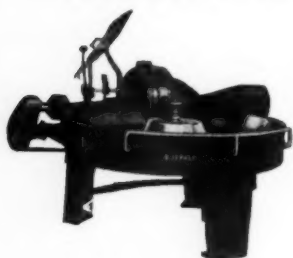
### CONVENTION REPORT

- PROCEEDINGS OF THE 45th ANNUAL  
MEETING OF THE AMERICAN MEAT INSTITUTE



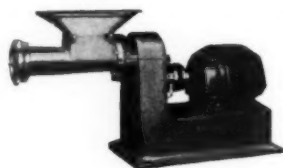
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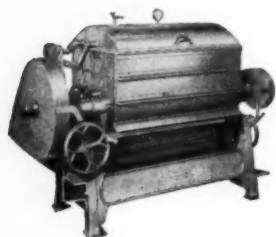
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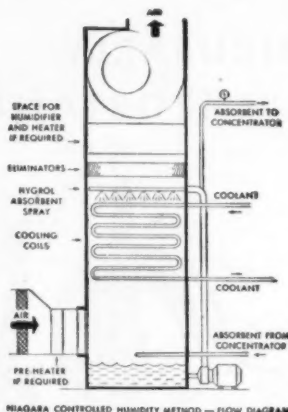
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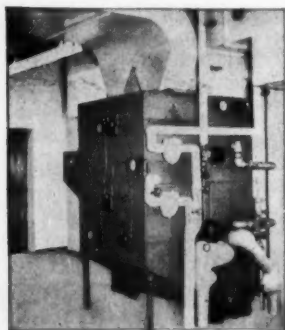
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## TO THE READER:

In this issue of THE NATIONAL PROVISIONER we have attempted to re-create the forty-fifth annual convention of the American Meat Institute for those who had to stay at home as well as for the record-breaking 3,746 who were fortunate enough to attend.

For the latter we can only do the job in part—we cannot reproduce those moments of meeting with old friends, the fun in the hospitality rooms, the individual inspiration felt in listening to a speaker or the new ideas brought home from the exhibits.

If the main objects of a convention are to teach and provoke thought, the AMI meeting was the most outstanding ever held. Operating personnel were given practical and usable information on such subjects as insulation (and you can get it, too, by turning to page 136), packinghouse waste disposal (page 141), packaging materials (page 163), rapid bacon curing (page 191), new methods of producing lard (page 196) and budgeting future operations (page 173).

For the forward-looking, the dedication of the American Meat Institute Foundation laboratory (page 214) was a significant event. In an ever-changing industrial and social environment, into which such new factors as pig hatcheries (page 153), pasture beef production (page 155), anti-biotics and B<sub>12</sub> (page 181), the prepackaging of sausage and the brine curing of hides (page 183) are being introduced constantly, the meat industry will have need of good research facilities as well as inspired sales leadership (page 147).

Pioneering in the fields of labor and intra-industry relationships will pay off, according to Jay C. Hormel (page 117). "What's Ahead" may not always be happy, according to John Holmes, but the industry is in pretty good shape to meet it.

A sound industry must have a sound economy as its base. To that end we'd better safeguard our productivity, step up to the counter and pay our defense bill as we go and avoid inflation (pages 104 and 112) and change some of our thinking about retirement and social security (page 108).

If you were there, or if you were not but wish you had been, turn to pages 120 to 134 and farther back in the magazine, to see the pictures of your friends in the convention hall lobby and in the exposition and hospitality rooms.

Then, under the heading "Special Attractions," you'll find word and pictorial descriptions of such features as the awards to the 50-year veterans, the annual dinner, the supper dance and the dedication of the AMIF laboratory.

For the biggest and best convention—attendance, program, exhibits, and all—congratulations to President Wesley Hardenbergh and his American Meat Institute staff and to the packer and supplier participants.

To Thomas E. Wilson, on the occasion of the dedication of the AMIF laboratory, thanks for his vision that an industry progresses and prospers with the growth of its knowledge.

To J. F. Krey, retiring chairman of the board, congratulations for a job four-fold well done.

To H. H. Corey, new chairman of the AMI board, best wishes made in the confidence that the Institute and industry will grow and prosper under his leadership.

To the reader—this magazine.

THE EDITOR



KREY

# CHAIRMAN'S REPORT

## Lauds Industry Gains; Tells Why Controls Are Unnecessary

**T**HE forty-fifth annual meeting of the American Meat Institute convened at 10:15 a.m. in the Palmer House, Chicago, on October 2 with John F. Krey, chairman of the board of directors, presiding.

**JOHN F. KREY:** I welcome you to the opening of the general sessions of the forty-fifth annual meeting of the American Meat Institute. We are fortunate this year in having one of the most informative programs and best-attended meetings since our Institute was started many years ago. Those of you who attended the section meetings on Friday and Saturday, and visited the very large and unusual display and exhibits of packinghouse supplies and equipment, know what I am talking about.

To those of you who have just arrived and haven't inspected all of these very interesting exhibits I urge strongly that you do so while you are here. They really are a display of supplies and equipment in action. The best and latest items are on display and exhibitors will be pleased to show them to you.

Those of you who are socially minded and attended the Institute's Supper Party last night will concur that the Sunday program was most delightful and entertaining.

I am certain that the program for the next two days will prove to be the real highlight of our annual meeting. The speakers are outstanding and the subjects are most timely. But before I introduce to you the distinguished speakers for this morning's program, I would like to take this opportunity, as the chairman of the board for the last four years, to make a few observations about our business and about your Institute. I want to do this for two reasons. In the first place, I have given these subjects a lot of thought, time and attention during my tenure of office. In the second place, I soon will be succeeded by another one of you as chairman of the board and I want to leave with you some of the impressions I have gained during these pleasant four years.

But, first I want to take this opportunity

to express my heartfelt appreciation to the members of the Institute staff, to my fellow members on our board of directors, and to many of you individual members from the different sections of the country with whom it has been my pleasure to work during this four years. All of you have been most helpful to me. To all of you, I want to say my warmest thanks.

During these four years I have traveled around the country quite a bit, visiting livestock shows and other meetings, in an effort to get better acquainted with our producer friends, and more familiar with our mutual problems. This has enabled me to make many new friends.

Wherever I go, I point out some of

the salient facts about the growth and development of the livestock and meat industry and how important it really is in our economy. The cash farm income in this country last year represented about 11 per cent of the total gross national income of the country and the income from the sale of animals represents almost a third of the cash income of our nation's farmers. Yes, a very large proportion of our people—perhaps 25,000,000 or more—owe a good part of their livelihood directly or indirectly to gainful occupations in this and related industries.

In achieving this great importance, our industry has made great strides, especially in the last quarter of a century, in improving the productivity of our soils, our livestock, our feeds, our scientific research, our industrial know-how, our efficiency, and our knowledge of the nutritional facts about meats and their importance in the diet. We have gone a long way, but we still have new horizons ahead to conquer, and they embrace almost every operation from the farm to the table. We have this challenge to face regardless of the extent to which the Korean situation may spread, and regardless of how long these emergency defense plans may last.

Speaking of defense plans, I am pleased to be able to state that, in the opinion of many government officials, including Secretary of Agriculture Brannan, as well as many members of this industry, the expanding livestock production that is taking place, makes controls on meats and livestock unnecessary.

The Institute issued last week a document that has been approved by its board of directors as a statement of industry policy on the question of government price controls. If you have not read that document carefully it is suggested that you do so. It is entitled "Expanding Livestock Production Makes Controls Unnecessary."

Briefly, the facts are that the present and prospective meat supply has been expanding during the past two years and further expansion is predicted. Meat production in 1950 is expected

### INDEX TO GENERAL SESSIONS

General sessions were held on the fourth and fifth days of the convention. The speakers were:

Industry Problems and American Meat Institute Policy — J. F. Krey ..... 102

The Future of Agriculture—Allan B. Kline ..... 104

What Will Social Security Cost Us —Sumner H. Slichter ..... 108

Government Money Management as it Affects Business—Jesse P. Wolcott ..... 112

What Is the Meat Business—Franklin J. Lundberg ..... 114

Write Your Own Ticket—Jay C. Hormel ..... 117

What's Ahead—John Holmes



to be slightly over 22,000,000,000 lbs., 500,000,000 lbs. larger than that of 1949, and it is expected that production in 1951 will be at least 23,500,000,000 lbs., the largest meat supply on record, except during the recent war years, when the highest production achieved was about 25,000,000,000 lbs.

The meat requirements for the 3,000,000 men in military service, expected next year, will amount to a little less than 1,000,000,000 lbs., or only 4 per cent of the total expected 1951 meat supply. This will mean that the amount of meat available for domestic consumption in 1950 will amount to 146 lbs. per capita and 150 lbs. per capita in 1951. This is considerably larger than the civilian per capita consumption of 140 lbs. in 1942, when meat rationing was first tried by the OPA.

With a record feed supply carried over from last year and with another big feed crop in prospect for the current year, additional livestock supplies can be taken care of easily. The big supply of feed and foods now available and in prospect obviates the necessity for the government to consider price controls on products of this industry. If an expanding livestock and feed production can be properly encouraged, there should be no need even later on for serious consideration of controls on this industry.

The Institute's pamphlet adds that: "Expanding meat output and curbing over-all purchasing power are fundamental ways of controlling the economic climate of meat prices—quite in contrast to the establishment of arbitrary price ceilings which are equivalent to merely tinkering with the thermometer."

### Work of the Institute

In spite of the turbulent and unsettled days that may be ahead of us, I am confident that this industry has competent leadership to guide it through whatever the future situation may be. And this leads me to the observations I wish to make about your Institute and those who direct its activities under the policies laid down by its board of directors.

My company has been a member of the Institute for many, many years and has been a very active member, too. My father was chairman of the board of the Institute in 1914. Since I was elected chairman of the Institute's board four years ago I have naturally been much closer to the workings of this association.

I have kept fully posted on what has been done during this period and I can assure you gentlemen that you are a part of an organization that is doing a really constructive job for you. It is doing many things for you that you know about because you read its numerous bulletins issued throughout the year covering many subjects of interest to its members. The Institute's activities also include a lot of other things, too, of which most of you are probably not aware because they are not documented in bulletins. Nevertheless, they

are of vital interest to you. I need mention only a few examples for you today.

One is in the field of livestock producer relations. Close and continuous contacts are maintained with numerous livestock producers and livestock organizations throughout the country in order to maintain a better understanding of our mutual problems.

Periodic visits are made to the various agricultural colleges in order to keep fully posted on the research work and other problems relating to subjects affecting this industry. Institute staff representatives attend many livestock meetings throughout the country and appear on many of the programs.

Institute staff representatives also maintain cordial relations with retailers and retail food organizations. In fact, these numerous contacts include all members of the Meat Team—from the farmer to the consumer.

Another activity in which the Institute is busily engaged for you is in the field of public relations. Much of this work is carried on that isn't included in bulletins. This activity includes the preparation of news releases and other statements for newspapers, magazines, radio programs, in which the facts about meat and the meat industry are placed in the proper perspective. Numerous letters are written answering properly any attacks or mis-statements made by anyone regarding meats or any other aspect of the industry. Many of the articles regarding meat recipes and meat menus appearing on the food pages of your local newspapers or in your favorite magazines include information that originated in the Institute's offices.

Another important activity of the Institute is, of course, the Meat Educational Program, which has been conducted for the past 10 years. This educational program has been most helpful in bringing to the attention of consumers, home economists, the medical and dental professions, and numerous others the nutritional facts about meat.

There are quite a number of members of the industry who have not been

participating in this great educational program and I would like to urge that, if you have not already done so, you permit the Institute staff representatives working on this program to give you a complete presentation of the program and how you, as an individual company, can make it work for you as well as for the over-all good it does for the entire industry. More recently, this program has been doing a good job of educating the American public and leaders of public opinion on the important economic facts of the livestock and meat industry.

I could go on and mention to you numerous other Institute activities, including the work being done in scientific research—in economic research—in marketing—in packinghouse research—in purchasing—and by the Institute's Washington and San Francisco offices—but I think these brief references will suffice to assure you that your organization is busy working for you in many different ways.

My observation is that there are many members of the Institute who do not take advantage of all these many services. I don't care how small or large the company may be, most of these services can be made useful and helpful to them if they will only use them. I think the smaller companies especially will find the Institute very helpful to them, because these are the companies who cannot and do not maintain many high-trained specialists.

I suggest that you try to know personally as many members of the staff as possible and know their field of specialization. Another suggestion is that you encourage the key members of your own organizations also to know intimately the various services available through the Institute. In these ways I am sure you will find your membership in the Institute a real investment for you, as well as very useful to you.

I referred a few minutes ago to various members of the Meat Team. We have with us this morning an outstanding member of the Meat Team.

Our first speaker this morning represents the division of the livestock and meat industry which properly might open the Meat Institute's convention—agriculture. Allan B. Kline, speaking in his capacity as president of the American Farm Bureau Federation, the largest organization of farmers in the United States or the world, is particularly well fitted to speak for organized agriculture.

I do not propose to give you his biography since you have that before you in your program. I would, however, like to direct your attention to a statement made by Mr. Kline a week ago today, widely publicized throughout the United States, in which he said—

"Freedom of opportunity for farmers and ranchers to increase production is the best assurance consumers can have that abundant supplies of meats will be available to housewives in regular market channels and at reasonable prices."



TWO TOP HORMEL OFFICERS were on hand Tuesday to hear their chairman, Jay Hormel, address the convention. At left is Park Dougherty, vice president, Geo. A. Hormel & Co., Austin, Minn., and H. H. Corey, Hormel president. The announcement that Corey had been elected the new chairman of the Institute was made at the business session that morning.



KLINE

# I NFLATION I MMINENT—

## *Unless We 'Step Up to the Counter and Pay the Bill'*

**A**LLAN B. KLINE: This is a troublesome time. It would certainly be a pleasure to have the opportunity to talk to groups of Americans once for some considerable length of time without being in what was determined an "emergency." I called this an "emergency" the other day and someone objected. He said he would like to call it a critical situation rather than an emergency, because he was tired of the word "emergency." The argument seems to be a good one.

This is a critical situation. There isn't any doubt about whether it is critical or not, and I wish to take a few minutes to tell you about a meeting we had in the American Farm Bureau Federation a few months ago when we got in our executive committee with some seven outstanding authorities in the fields of economics and political science to discuss this critical situation.

We started off by asking ourselves some questions. We said, "What sort of an emergency is this? How long is this situation likely to last? How serious is it? What proportion of the domestic economy is it appropriate now to consider that we must use for defense?"

"Now, in this situation," we said, "what is the inflationary aspect of it?" And then we said, "What are we to do in these circumstances? What makes sense for America in this period and now what can we reasonably approve? What is the best that we should favor?"

Well, first there was an extraordinary area of agreement and I am sure that Dr. Slichter himself would be surprised when I say that six of these people were economists and the seventh was trained as an economist. They were unanimously in agreement in their analysis. There is enough basis here for approaching this from the standpoint of a scientific appraisal of the situation so that there is this extraordinary area of agreement.

Now, the astonishing thing, also, about it is that we don't seem to be about to base public policy on this area of agreement. It is for that reason that I am particularly happy to visit

you this morning. This is still a free country. This is a country of free choice. This is a country in which those Americans who spend time and work the hardest at it can expect to win. And the question is, how badly do we wish to win? Just how badly do we wish to win?

### *Emergency Not Limited*

In the first place the emergency is one of indefinite duration. That is an important point and is one not to forget when we make plans for the future. We don't know how long this critical situation of defense will last. There was a time when America controlled the timetable of international affairs. That time is past. You may explain it any way you wish. One explanation is that we very badly misjudged it, and made serious mistakes. They are in the record. They were made evident in the stopping of the Western armies and they are now evidenced in the situation in Berlin and in Vienna. They are evidenced in what happened in the Far East immediately before the surrender of Japan. They are all over the record. But, my point is, that because of these continuing situations and the results which arose from them, we do not have the timetable. Another nation can decide when or whether to create the overt situations out of which the United States would be forced to decide whether it could avoid a great struggle. The Russians have a timetable.

This situation is of indefinite duration. We must be prepared so that if it should last for three years we could win, five years we could win, eight years we could win, ten years we could win. The present direction of foreign policy of this country has a major objective which is to avoid the great struggle. A defensive war? That is out. The American people would not be prepared to support it at the moment.

Then the second thing in regard to the situation is that it is serious. This is not a power struggle, but a struggle for the minds of men. It goes on not only at the frontiers of some countries, but it goes on inside every country, in-

cluding the United States of America. It is a struggle conducted by clever men. It is also conducted by ruthless men. We should very greatly misjudge the danger of this situation if we did not remember that our opponents in this instance are materialists, atheists and completely ruthless. They have stated their purpose and stated it clearly and made it evident with action repeatedly; their purpose is to rule the world. We are the great core of opposition.

The situation is of indefinite duration and it is a direct challenge to freedom itself and to the whole idea of America. It challenges our idea that it is the individual that counts, and that individual initiative should be rewarded, and that the growth of the individual citizen is a major objective of the whole government.

Now, with regard to the inflation. There was no question in the minds of any one of those men present at our meeting that the possibility of real inflation is present and very real.

### *History Won't Protect Us*

We have all the elements of which an inflation may be made and the fact that we never had a very grave inflation in this country doesn't help much. What is a very great inflation? Any confidence which is based on our past performance should be discounted. Prior to the Second World War, a Britisher could have said the same thing and he could have said it on a longer history of a perfectly substantial pound, inflated a little from time to time.

Here is what happened to this country in the Second World War: We have a very great supply of money. We have an unbalanced budget. We have an attitude in the government, particularly in the Treasury, that cheap money is a good idea. We have an attitude toward inflation that is of great influence. We have a basis for the expansion of credit which, for all practical purposes, is unlimited. We have, added to that situation, relatively full use of the productive plants in America. There aren't any idle factories sitting around. We

have relatively full use of the labor supply and relatively full use of all the product for labor. Congress has decided that for the next two years we will spend \$17,000,000,000 for tanks, etc. We don't get that off until the first of the year, but probably until the end of the year, we will be spending at a rate materially more than that.

Now, between payments and income and profits and money in everybody's pockets, but no goods to make up for it, there is a real basis for inflation.

Now, there is another factor which is extraordinarily pertinent. It is known as the psychological element in inflation. There is in the minds of the people, and it will be increasingly in their minds, the knowledge and appreciation of the inflation which took place in the second World War.

It is like this: They put in some \$750 some ten years ago and they get \$1,000 back. That is fine, the \$250 in interest, until they begin to reflect that with the \$750 they could have bought a Chevrolet, and now they can take the \$1,000 and put it with \$750 and they can take their old car and get a Chevrolet, maybe. Everybody knows about it and everybody is going to be increasingly aware of it. The situation in which we find ourselves is really threatening.

Under those circumstances, we ought to decide that we can win this thing because the chips are the biggest possible chips. They apply to the whole question of a free America, and our objectives are relatively simple. We want to avoid this struggle if it is avoidable, but we want to win it if it proves unavoidable. In either case, we wish to come out of it with a system which we recognize as the individual enterprise system on which America has put her chips.

### Win With Production

These are our objectives. What should we do in the light of these objectives? One of the ways that we must win this fight is with production and there isn't much question about that. Our genius in America has been genius in production and distribution of goods. That genius we have to use to the maximum. We don't have men. One place where we are very weak compared with the opposition is in manpower. We have a labor force of 63,000,000 to 75,000,000. It isn't 70,000,000 unless you pull in a lot of people who are not in the labor force, make more use of the handicapped, women, etc. Our opposition could lose 70,000,000 people of working age and, in five years be far stronger, than they were to start with. If we match them man for man on that basis we are licked.

We have to concentrate on the things which have proved successful in America. To be sure, we are a very powerful economy, but there are some things we do better than others. The things we do best are evidenced in the production and distribution of goods.

Now I want to talk a little bit about what we should be doing.

We shouldn't throw road blocks in the path of the very techniques which have made it possible for us to master production and distribution better than any other country in the world. Here let me say a word about what the key to this system is. It is free choice. Our system is one where an individual decides for himself what to do and gets what he can for what he does and does what he pleases with what he gets. It has worked. I have done a lot of thinking myself trying to figure out whether there was some way you could operate a free choice system without the use of money. It doesn't mean there isn't another system.

At the other end of the scale there is a method where money is quite incidental and where the real needs of distributing goods and services are coupons, licenses, permits and codes of various sorts of governmental permission to do everything up to and including production itself.

### Watch Out for Individual

That is a clumsy sort of a method because it has to get down to the individual. It covers him as groups or classes generally, but it spends quite a lot of time in individual cases with the idea of who can have how much and its basis is per capita distribution. It is that way inevitably and it makes no difference who tries to operate it under what circumstances. The longer it continues, the closer it comes to the goal of distributing on a per capita basis or modified per capita basis, where if you are less than five years old, you may have so many more oranges or if you are pregnant, you can obtain certain things you can't otherwise get. I don't see anybody likely to get in that class at the moment.

This thing is done on a basis of statistical analysis. Any time you step into this whole area of price control, you have allocations and things of that sort. At the present time they seem to be more or less inevitable in connection with scarce goods required for defense. Whenever you step into the price thing itself, you step into the heart of the free choice system and you eliminate it.

I come to this matter of inflation. We must not pay the bill with inflation. I say to you with all sincerity that if we, as a government or a people who control the government, decided to inflate in this country, they could, of course control prices. Control of prices and concomitant inflation are natural twins. I went to a meeting called by some university presidents last week. It was an off-the-record meeting, so I won't tell you what anybody said, but I was disturbed by the lack of full appreciation of the fact that you can control all prices and all wages and inflate at the same time. As a matter of fact, if you were going to inflate wilfully, you would, of course, control prices. I can give you an illustration you can take home with you.

In the first place, is there a question in your mind as to whether or not the

effort can be made to control all prices and all wages? There is some latitude in determining what the law means. The purpose is to stabilize wages in an industry when you control prices in the industry—those are the words used in the bill. Now, the fact of the matter is, if we really intended to inflate, and wanted to make it as palatable as possible, we would start out finding some things on which all consumers want to place price control. Get a list of things like Chet Bowles mentioned a week ago when he came out of the President's office. You start there and you spread the control around.

### Another Way of Paying

Let us, for the purpose of argument, assume that we don't like taxes. Therefore, we eliminate taxes and pay the bill without taxes. Now there is nothing difficult about this theoretically—to go ahead and control prices and pay the bill by printing dollar bills. The trouble with printing dollar bills is that everybody appreciates that it cheapens his wages, cheapens his money and cheapens his savings. That is a little too crude, but we do a thing which amounts to the same thing. We print bonds and sell them to banks and create more bank deposits. The government spends it, the people get it and what do they do? Put it in the banks and the bank has the money and the bonds.

I noticed a statement the other day to the effect that the banks are running out of money. That is certainly silly. The next time the government needs \$1,000,000,000, the banks have \$2,000,000,000 where they had one before. They don't run out of money. That policy creates new money.

I hate to discuss this with one of the most outstanding economists in the world sitting at the table beside me. I am a hog raiser. I only discuss it because it is necessary for the public to understand the situation. When it gets simple enough for me, then the public can understand it. You are the public. You and I must understand that price control is, to some extent, an effort to avoid real control of inflation by not allowing the consequences come out.

Now what happens? Here I want to use meat as an illustration. How do we get production in the first place, and how can we have reasonable prices for meat? Your chairman mentioned that we have quite a lot of feed. We are carrying over much corn and we have stocks of oats, barley, hay and grass and everything needed to make meat. We have the breeding stocks and the know-how.

Suppose, in the light of that situation, we decide meat is high and we ought to put a ceiling on it (meat is high enough so you can do it under the law as it now stands). What have you done? You have taken this one place where you need production worst, and you have said to the producers, "It can go down from here, but it can't go up from here." Insofar as such a policy changes the balance of the free choice



system, it changes it in the direction of something else than the resources for making meat. That is wrong from every angle. The government needs more meat for the Army and Navy. The public needs more meat. At the same time we produce a few less things made out of steel and copper, fewer automobiles, fewer refrigerators, make less starts in housing and consumers get more money. Even if you have a balanced budget, you have more money to use for other things.

We are in the best possible position to improve the production of meat and the worst possible approach would be to set a ceiling on prices.

The second thing that happens is related to the fact we are short of manpower. You put a ceiling on meat lower than meat would be if it sold freely and you've got black market. I don't need to tell you that. We are better equipped to operate a black market than we ever were before. The public has got better freezing equipment now than it ever had before. There are very big rewards in the black market. So the administrator would have to have a lot of capable people. If he doesn't it is going to be a horrible mess—and a bit of a mess anyway. Mind you, this is for an indefinite length of time, and these black market skills and technicians will make considerable advances in three or four or five years.

### Black Marketeers Would Thrive

We are going to have people going around looking at everybody's locker and finding out how much meat he has. Then we are going to have to find out how much meat he is entitled to, how many there are in the family, and what he does, and all that kind of thing. The only trouble with this business—it can be done—the only trouble is that those checkers don't produce a doggone bit of meat. All they do is produce regulations and you can't live on regulations. We have a very short supply of manpower and we need all of it.

This is the most magnificent opportunity to cash in on the American system of opportunity to be creative and dynamic.

Under price control, the first thing you know, meat will be very cheap in the butcher shops—only it won't be in the shops. We can produce meat. We are set up to produce meat so that there is a darn good chance of pork chops being cheaper a year from this fall than they are now. I am not predicting—I don't know.

All of us ought to do our share to get this production. We must use everything at our command to get out the material and show the farmers that this is the way to sell a lot of his produce and put it on the upgrade. Show them the way to get permanent demand that will create a higher income for agriculture. There couldn't be as good a place as this to pay tribute to the effort you put on pork last winter. That was one of the most magnificent episodes in the history of merchandising. It did

the job and by working together we can produce and we can merchandise in a way to meet demand all over this country so much better than by the price control and per capita distribution system.

What is the way to control inflation? There is only one way I know and it is a little rough. Step up to the counter and pay the bill. That means, first of all, taxes, and it means taxes that are awfully rough. I don't like it. I don't like a lot of things about very high taxes. I note the fact that when an increasingly higher percentage of everyone's income is spent by all of us instead of by each of us, the area of freedom of choice is greatly restricted.

Furthermore, and no one is better equipped to speak on this point than agriculture, there is the job of managing big government, to be sure that it operates in the public interest. This is not a concern which arises from the fact that one party or another party happens to be in power. This is an inevitable part of big government. The bigger it gets, the more difficult it is to manage.

I might make this comment. We have had a little trouble in this country trying to manage big business but we have made some progress. Some of you in the room can prove that point. We have used the power of government to assist in seeing that big business is operated in the public interest. However, there has been a great deal of preaching going on to the effect that big business in itself is bad and necessarily evil.

I will stop on that. I drive an automobile and I know that efficient production and servicing of automobiles is very big business indeed. I want to get

my money's worth, but this selfish interest or vested interest in business, big or small—better let me say it the opposite way—the vast interest in government, the vested interest in the expansion of government on the part of those who govern is neither less real nor more benign than any other selfish interest, and it is the most dangerous of all selfish interests.

There is a beautiful article on duPont in *Fortune*. It is worth reading. The duPont company is a great outfit. It is big enough so that it is quite a job to insure that duPont operates in the public interest. That is a job that we must always give attention to, but don't forget that one of the proposals is for the government to take over duPont to assure the people that it will operate in their interest.

### Government Expansion Program

That is a little too simple. You then have the job of insuring that the government in its present size, plus duPont (and not just duPont, but General Electric, General Motors and the transportation and power industry) operates in the public interest. In the last analysis, the most dangerous selfish interest is the government's interest. Why? Because it has a police force. That sounds rough, but that's the truth. You don't have to read a lot of history to know that. You just have to think about Hitler and Mussolini, and Uncle Joe, and the police force is awfully rough.

You say "It can't happen here!" That is like saying inflation can't happen here. Anything can happen any place. The question is how intelligently we operate to do what we wish to do. I have talked about what not to do. It would be a tragic mistake in the pres-



NATURAL CASING INSTITUTE members who assembled for luncheon one day during the convention included those pictured in this group. FRONT ROW (left to right): Sam Isaac, Independent Casing Co.; W. C. Rapp, Canada Casing Co.; Andrew T. Terry, Mongolia Importing Co.; Harry H. Touloukian, Massachusetts Importing Co.; Harry Bobsin, Bobsin Casing Co.; and Armen S. Soultanian, Armen-Berry Casing Co. BACK ROW: Ray Lavery, Lavery Novak & Co.; N. Barsamian, Ardash Importing Co.; L. C. Stix, Jr., S. Oppenheimer & Co.; Daniel Koss, Standard Casing Co.; Morris Feinstein, Brecht Corp.; Sylvan E. May, Patent Casing Co., and Martin D. Levy, Berth. Levi & Co. and a 50-year man in the industry.



ent emergency of indefinite period to go into price control.

I think we would lose 12 or 15 per cent of our potential production in five or six years, and lose it exactly where we need it the most.

I know the meat business and I know some of the overall figures in other fields. We produce 101,000,000 tons of steel annually. The production of steel in the United States is approximately equal to the rest of the world put together. Sixty million workers in America and we are probably going to take out for the defense effort 6,000,000 tons of steel. That will leave us only 95,000,000 tons of steel for domestic consumption in the United States. It is a magnificent supply we have. It is related to the question, "Can we step up to the counter and pay the bill?" Mr. Krey told you what the supply of meat is going to be next year. We can do this job. We can pay the bill. I am afraid of this other thing but I am far more afraid of inflation. Lenin said, "If you want to destroy a capitalistic economy, debase the currency." What does that mean? It means make money cheap so you can't use it to do things. One other point I wish to make.

You control prices and inflate by getting money by selling bonds to the banks. The longer you go on with this, the more politically difficult it is to stop. I know people say, "We can use controls for two or three years and when we catch up with the Russian situation, we can fall back and take off the controls." Those are some of the foolish people talking. They haven't had their fingers burned yet, nor have they analyzed the trend of national affairs in other countries carefully enough. The people get moneys and relate them to the fixed prices and the little inflation makes it easier to get the money and makes the holder more reluctant to admit that the money isn't worth these prices. However, the money's use has been abridged and they are using coupons with the money. The coupon is what is valuable to these people, many of whom have pounds with which to

buy the products they want or require.

I had a secretary in Britain during the war for a couple of months. When I got ready to leave I wanted to do a little something for her. I broached the subject very generally. Do you know what she wanted? She didn't want money. She said, a little embarrassed, because it was against the law, "You haven't got anything like this?" and she showed me some little squares on paper. She wanted coupons. She had plenty of pounds, but she wanted coupons. Why? Well, it was the only way they could buy. It isn't related to our situation. We have the goods; they don't have the goods, but I use it to illustrate the point that as you go along with inflation, you keep getting into that situation where money is incidental and the coupons are important.

Now if you go along with this thing for eight years, and you had a very considerable inflation and a lot of money in peoples' pockets because we hadn't paid the bill, look at the political dilemma of admitting to the people what has happened to the money and the powerful political temptation to promise to keep commodities where people can buy. What does that mean? As you go in the direction of per capita distribution, you go where the coupon is headed. That isn't the way America got growth. How badly do you want a free choice system in America?

### **Take an Interest in Government**

There is one more thing to remember. Congress cuts the pattern of the future. There are those who think liberty and freedom arise from the executive, but it does not. If the executive gives you freedom, he can take it away. We have in this country freedom by law. It is a recognized right of every man in the room. You can change the laws. We are reaping a part of our own reward for sneering at politicians, and to some extent, for sending people to Congress who deserve the scant credit we give them.

We must reverse this whole thing. We must do it in our time and the best

time is now. There may not be any other time. You had better take a real interest in your party. The place for your interest to begin is in the primary. See that you get a man who has understanding and guts and can deliver the goods. When you get him, give him the kind of credit he deserves because he is going to deserve it if he does a job.

We are in a very critical situation. We are faced with a lot of choices we don't like, but we have to make the best of them. For my money, the thing for us to do is to build on the firm foundation of the proved techniques of American superiority. In no place are they as clearly evident as in the field of production and distribution. There is more to it than production. We must add to that an adequate military program, plus an adequate information program, plus a reasonable amount of assistance from all the other freedom-loving nations. This gives us the maximum possibility of avoiding a great war and gives us the necessary defense in case it is unavoidable. It does something else: the free choice system of America is the foundation of America. It has proved itself and there must be something fundamentally right about it.

There is something rather magnificent about just an ordinary man and the American system has made it possible for him to feel that way about it. You can judge America's success any time. Just get together a group of Americans and see whether they are better off than they were a few years back and a generation ago. Let us build on our success and let us not cope with the techniques of failure. We can surely win.

**CHAIRMAN J. F. KREY:** The next speaker is an old friend. He first appeared on the program of our annual meetings about three years ago, and we were privileged to hear him again last year. After hearing Dr. Sumner H. Slichter talk, we always have a better understanding of our current economic situation and have a feeling that we know where we are headed. While he has an exceptionally high reputation in academic circles, he also has the gift of explaining complicated economic facts to practical businessmen like ourselves.

To mention a few of his academic accomplishments, Dr. Slichter was educated at the University of Munich, the University of Wisconsin, and the University of Chicago. He served as instructor of economics at Princeton, Professor of Economics at Cornell, Professor of Business Economics at Harvard, and on the staff of the Brookings Institute. Since 1940, he has been Lamont University Professor at Harvard. He has written many books, the latest of which, published in 1948, is "The American Economy." It is regarded as one of the finest appraisals of the characteristics of our economic system.

In his talk this morning, Dr. Slichter will discuss a subject which is of vital concern to all of us and to generations in the future—"What Will Social Security Cost Us?"

### **AMERICAN MEAT INSTITUTE 1950-51 OFFICERS**

**H. H. Corey**, president, Geo. A. Hormel & Co., Austin, Minn., was elected chairman of the board of the American Meat Institute. He succeeds **John F. Krey**, president of Krey Packing Co., St. Louis. **Wesley Hardenbergh** was re-elected president and **H. Harold Meyer**, president, H. H. Meyer Packing Co., Cincinnati, was re-elected treasurer. **O. R. Stone** was elected secretary and assistant treasurer, a new office.

**Krey**, the retiring chairman, was elected a vice chairman, as was **Cornelius C. Noble**, Noble's Independent Meat Co., Madera, Calif.

Other Institute vice chairmen include **F. W. Hoffman**, Cudahy Packing Co.; **R. A. Rath**, Rath Packing Co.; **Chester G. Newcomb**, Cleveland Provision Co.; **W. F. Schludenberg**, Wm. Schludenberg-T. J. Kurdle Co.; **A. W. Brickman**, Illinois Meat Co., and **W. R. Sinclair**, Kingan & Co.

Newly elected directors are: **Wells E. Hunt**, John J. Felin & Co.; **Sam Sigman**, K. & B. Packing & Provision Co.; **George Stark**, Stark, Wetzel & Co.; **A. B. Maurer**, Maurer-Neuer Corp.; **William G. Mueller, Jr.**, American Packing Co.; **H. A. Elliott**, Elliott Packing Co., and **H. B. Huntington**, Scioto Provision Co.

Other members of the board of the American Meat Institute, with terms which expire at various times, were re-elected at the meeting.



SLICHTER

# SOCIAL SECURITY

## *Its Cost Can Be Controlled; Retirement Losses Cut to Zero*

**SUMNER H. SLICHTER:** Tomorrow, the bigger checks will be put in the mail for about 3,000,000 people already drawing social security. The average increase in the benefit check received by these 3,000,000 people will be a little under 80 per cent. Consequently, this is an appropriate time to discuss what the social security will cost us. Most of my remarks will deal with the money cost of social security, but before I sit down, I wish to say a few words about the real costs of social security.

The actual money cost should be in terms of the percentage of national income or the percentage of payroll. I have seen estimates prepared by government actuaries and other people, pointing out that social security, old age pensions, to be more precise, would cost so many billions, 10 to 20 years hence. For example, the recent estimate by government actuaries indicates at the newly-amended old age and survivors insurance plan, it will cost by 1960 in benefits from \$3,200,000,000 to \$4,300,000,000 and by 1970, from \$5,000,000,000 to \$6,700,000,000.

Well, estimates of that kind don't mean very much to me and I don't see how they can mean very much to anyone because one doesn't know how large the payroll or the national product will be in 1960 or 1970. But, if we have a normal increase in product and the payroll, then the amount required to carry the full cost of the recently amended Old Age and Survivors Insurance Plan will, from the present indefinitely into the future, be about 6 per cent of payrolls.

Now since the combined payroll tax on employers and employees will not reach 6 per cent until the year 1965, it will be necessary for the tax ultimately to go above 6 per cent or for the government to make a contribution. Of course, had we started out collecting the actuarial value of the benefits given from the very start, the cost would have been less than 6 per cent. It would have been around 4 per cent of payroll. That, I think, would have been a mistake for several reasons; one of the reasons being that

for about 30 years, the collections would have been far greater than disbursements and a huge fund, difficult to manage, would have been built up.

By operating the payroll tax of 2 per cent, 1 per cent on the employer and 1 per cent on the worker for about 12 years, then going up to 1½ per cent on each, we have avoided building up a huge reserve fund. But ultimately, the cost of the present plan will run a little more than 3 per cent on the employer and a little more than 2 per cent on the worker.

There are two principal determinants of the cost. Of course, one is the size of the pension which the worker gets, the ratio of pension payments to the past earnings of the recipient. And the other is the ratio of the recipients to the number of persons engaged in actual production. The smaller the pension in relation to the usual earnings of the worker then the less the cost; the smaller the number of pension recipients to persons engaged in actual production, the smaller the cost. My guess is that the ratio of pension payments to the past earnings of recipients will have to be raised a little bit, particularly for the skilled workers.

At the present time, under the newly-amended law, a worker whose earnings had averaged \$100 a month and who retires, with a dependent entitled to a dependent's pension—that means, in the case of a wife—a man who retires who has a wife of 65 or over, his pension and hers combined, will be 75 per cent of his earnings. He comes out rather satisfactorily.

### **Benefits Under New Law**

At \$200 a month, the pension of this man who has a dependent wife drawing a wife's pension is a little less than 50 per cent of his earnings of \$200 a month or precisely \$97.50. Well, that seems to correspond to rather generally held ideas as to what is a fair pension for people above the very lowest incomes. If the worker's earnings had been \$300 a month, his pension and that of his wife, amounts to only 45 per cent of his

earnings or \$120 a month. That is somewhat on the low side, though not very much. If his earnings were \$400 a month, if he were a foreman or a rather skilled worker, his pension and his wife's would be only 30 per cent of his earnings, and that, I think, is generally regarded as too small a pension.

Consequently, the present federal plan will either have to be supplemented indefinitely by private plans or the federal plan will need to be liberalized. It would be cheaper, I think, for industry to liberalize the federal plan for the men in the higher wage brackets than indefinitely to supplement it with private plans.

What about the ratio of recipients of pensions to the persons engaged in actual production? Here is a question that has received little attention and yet, reducing the ratio of pension recipients to persons actually engaged in production, offers by far the greatest opportunity to cut down the cost of pensions.

I would like to give you just a few figures which represent the best government estimates on the problem of increase in the number of pensioners during the next 20 years or 25 years. Then I will discuss the possibilities of cutting down substantially the number of persons drawing pensions.

At the present time, there are about 11,500,000 people in the United States of 65 years of age or more. About 3,500,000 are eligible under the new law for pensions immediately and about 2,000,000 are drawing primary benefits. There are some others. I mentioned 3,000,000 and at the beginning of these remarks I was including the recipients of survivors' benefits and recipients of other than primary benefits. But, of the 3,500,000 persons eligible for primary benefits, about 2,000,000 are drawing primary benefits. It is estimated that ten years from now, about 9,000,000 people will be eligible and about 5,900,000 will probably be drawing benefits. And, in 1970, about 13,000,000 will be eligible and about 9,500,000 will be drawing benefits.

In other words, more than four

times as many people will be drawing benefits 20 years from now if this estimate turns out to be correct, than are drawing them today. In 1975, 11,200,000 will be drawing benefits; more than five times as many people as are drawing them today.

At the present time, there are 30 people working, 30 productive workers roughly, for every person drawing benefits. By 1960, if the estimates of the government actuaries are correct, the number of active workers per drawer of benefits will be down to about 11.3. By 1970, it will be down to about 8.1, and by 1975, it will be down to about 7.3. So, the problem is to keep that ratio, the number of active workers to each drawer of pensions, from going down any more than necessary. That is fundamental. What must be done is to keep the cost of any pension system at a minimum.

Well, what can be done? Well, a great deal can be done. During the last 60 years, the usual age of retirement has been dropping rapidly. In 1890, about three-fourths of the males of 65 years or more were in the labor force. The proportion dropped until in 1940, only about 42 per cent of males of 65 years of age or more were in the labor force. The increased demand for labor during the war pulled the ratio up to about 50 per cent. It has dropped back a little and today about 45 per cent of males of 65 years of age or more are in the labor force.

### Employers Force Retirement

Now, this drop in the age of retirement had not occurred in the rural parts of the country. It is a city phenomenon. And, it has not occurred because people wish to retire. It has occurred at the volition of employers; men who are in good health usually prefer working at their customary jobs to retiring, even on liberal pensions. Nearly all of the retirements that occur at the volition of the worker occur because his health has become bad. So, the great majority of these retirements has brought down so drastically the proportion of men of 65 years or more in the labor force—the great majority of them must be regarded as premature retirements and they represent one of the greatest wastes in the economy.

If we were to raise the proportion of men of 65 years of age or more at work to the proportion that prevailed in 1890, we should have about 1,500,000 more people working, and we should be getting between \$5,000,000,000 and \$6,000,000,000 more production.

In other words, these premature retirements, most of which are the result of ill-advised pension plans that business enterprises have bought from insurance companies—these premature retirements are a far greater cause of wastes than all the featherbedding rules of all of the unions in the United States. And I think that the thinking of top management on the subject of

pensions needs pretty completely to be scrapped and a fresh start made, because top management by reason of its mistaken thinking on the subject of retirement is imposing a waste on the United States which certainly we cannot afford, especially during this production contest with Russia.

### Keep the Older Ones Working

Now, I am not going to ascertain that the proportion of older persons in the labor force can be raised as high as it was in 1890. I think that for the age brackets between 65 and 70, it probably can be, or almost as high. It is true we are helping some people survive to age 65 who would not have survived that long in 1890 and who were not very robust and, when they reached age 65, they retired, but we are getting a considerable number of survivors beyond the age of 70 who would not have survived that long in 1890. However, it is not unreasonable to assume that if three-fourths of the male population of 65 or more in 1890 could be in the labor force, that maybe three-fifths instead of 45 per cent could be in the labor force today. Hence, it holds that in 1970 or 1960 or 1975, we can get three-fourths, three-fifths of the males of 65 or more in the labor force, and suppose that we could get 8 per cent of the women of 65 or more in the labor force—that is a little bit less than the proportion at the present time. It is the same proportion as prevailed in 1890. That is the reason I selected that figure. But, there has been quite a movement in the employment of women of age 65. It went from 4 per cent to 8 per cent to 6 per cent and now it is up again, so I think I am rather conservative in the suggestion that I think it might be kept at 8 per cent.

Well, this would mean that in 1960 the number drawing benefits would be around 3,700,000 instead of 5,900,000 as the government estimated, that in 1970, the number drawing benefits, instead of around 9,500,000 would be 5,900,000, and that in 1975, the number drawing benefits, instead of being 11,200,000 would be 7,100,000.

On the other hand, the work force would be so much larger, and in addition you would have several million people each year considerably happier than they would otherwise be, because they would not be on the shelf. They would not be out of circulation. They would be holding jobs and producing goods.

Do we rely merely on the good will of employers to stop these premature retirements, to hold down the rising costs of Social Security? Well, we do in part but I don't think that entire reliance should be placed upon the good will of the employers because after all a good many men do lose productivity as they become older. We don't know very much about that as yet. But, in a few years, I think we shall know much more about it because it is being studied.

We know in some occupations they lose productivity more than in others

and there may be some in which they don't lose productivity at all. But, let's assume they do lose productivity. It is not feasible in non-piece-working industries to adjust their wages downward as their productivity drops. In piece-working industries, the problem is much simpler. That is one of the important advantages to piece work.

I recall a conversation with a union president a few years ago, who was telling me about the change which occurred in his industry when a shift was made from day work to piece work. This was the president of the Hat, Cap and Millinery Workers Union. This union decided back at the end of the First World War that piece work was a bad thing. It took advantage of the seller's market to get rid of piece work. But, after a few years' experience with day work, it discovered that day work was not satisfactory and about 1924 or 1925, the industry went back to piece work. And one of the things which the union said helped was that the employers pretty much dropped their efforts to get rid of the older, slower workers, because the direct labor costs under the piece work system were virtually the same for the older, slower worker as for the younger, faster worker.

Well, piece work in some industries may solve that problem. At least, if it is individual piece work. It will not necessarily do it if it is group piece work. But, what about day work?

### Subsidize Work Continuance

It is not feasible to cut a man's rate of pay as his production falls off. But certainly if his production is two-thirds of normal, it is better for the country that he produce that two-thirds of normal than if he were producing nothing—provided he wants to continue producing, and he usually does.

Well, if he continues to produce, he doesn't draw a pension. It would seem obvious that the way to encourage, to help the country get the largest possible labor force, and therefore the largest possible production, would be to incorporate in the pension system this subsidy. Let us say, we will assume that retirements begin to occur at age 65, but for every worker more than 65 years of age that the employer keeps, he is entitled to a subsidy from the pension fund of a fraction of that man's earnings. The fraction might be a third, it might be a fourth or a fifth. You would want a standard amount which would be uniform. The pension fund probably would break even because what it pays in subsidies, it saves in pensions. The country would be ahead. The standard of living would be higher. More men would be working and more would be produced.

Well, you say, wouldn't that be encouraging employers to retain more older workers, and it would simply mean fewer jobs for younger ones? Well, obviously, so long as the United States is engaged in a production contest with Russia, the answer to that question is obviously no. At the moment, we need to expand our labor



force as much as we can. As a matter of fact, we are doing it. The normal seasonal expansion of the labor force which occurred between May and August of this year was about 500,000 above normal. Instead of getting an expansion of about 1,500,000 as we did a year ago, in that period we got an expansion of 2,000,000. Even without giving the employers a special incentive, they are going to keep older workers during the next several years because they need the help, just as they did in the war. So, the giving of large odds to the older workers will not be at the expense of younger workers for the immediate future.

But, even if the United States were not engaged in a contest with Russia, the answer to the question is still no. The volume of employment adjusts itself to changes in the size of the labor force. Back in 1910, when this country had a smaller population, and a smaller labor force, it had about 30,000,000 jobs. By 1950, the population had increased, the labor force had increased and the jobs had increased to about 59,000,000. The supply of labor increases each year normally, from around 800,000 to 1,000,000 a year. Also, each year there is a little increase in output per man hour. Across the board, the average for industry as a whole is around  $2\frac{1}{2}$  to 3 per cent.

Now wages adjust themselves to these two changes, mainly the increase in the labor supply on the one hand and the increase in output per man hour on the other hand, so that employment rises at about the same rate that the labor force increases.

### Adjustment in Employment

That has been going on ever since the beginning of the country. You can't explain the way in which employment adjusts itself, the great changes in the size of the country's population by any other line of reasoning. Well, if you increase the situation of the labor force by raising the age of retirement, employment will adjust itself to that increase in the size of your labor force in the same way that it adjusts itself each year to the normal increase of 62,000,000 in the size of the labor force.

One reason why the system adjustment of the volume of employment to changes in the size of the labor force is not known by everyone and widely understood is that it is obscured by the cyclical fluctuations of production and employment. However, if you block those cyclical fluctuations over a period of 40 or 50 years, you discover that there are cyclical fluctuations on a rising trend line, and that they occur on both the production and the labor force and the employment trend line.

Now, I have been asked to close these remarks by making a few observations of a general nature upon the present economic situation of the country.

I have indicated that the cost of social security is substantially within our control, and I have indicated that the real cost of retirement can be reduced

pretty close to zero. The real cost of retirement must be regarded simply as the loss of production which results from men retiring. Well, if men work until they retire of their own free will, then you can't say there has been any loss of production from their retirement. If what they produce yields them just enough income to compensate them for the inconvenience and the discomforts of working, if they work until that point, then when they quit, there has been no real cost of their retiring. However, if they quit before then, if they quit at the employer's decision when the income and the pleasure which they get from work more than compensate them for the inconvenience and discomfort of going down to the plant every morning and doing some things which are not always completely pleasant, if they are getting enough out of that to more than compensate them for the inconvenience and the discomfort, there is a real cost to their retirement.

### Management's Thinking Faulty

Now, if we had the kind of thinking that has crept into top management on the subject of retirement, Winston Churchill would have been retired before the second World War, and if you look at what men above 65 have done in the history of the world and within recent times in many cases, you will see that the pension thinking of industry in the last 20-odd years had just better be completely scrapped and a new, fresh look taken at the problem. In many organizations, I think the look should be taken by a new group of men who have not gotten into intellectual ruts in viewing the problem because I am afraid many organizations take the old fashioned way of looking at the problem and those ways have become so well established in the personnel departments that they are not really in a position to do a first rate job of analyzing it. Our company policy should be fitted to the problem of retirement.

Just a few general observations about the general state of economy, I was particularly glad that Allan Kline emphasized something that I have not heard expressed very much, namely, that this is a production race. It is not to be compared with the second World

War. In the second World War, we were involved in total war. We knew that a decisive result would occur within several years. We had to sacrifice very broadly in order to produce in as short a time as possible as large a quantity of military goods as possible. That was a sprint. The second World War was a sprint. Now, this contest with Russia, which has been quickened by the Korean War, is not a sprint. It might be compared to a cross-country run, or a two-mile race. We don't know how long it will last. Maybe 10 years or maybe 20 or maybe 5. Well, in the second World War, the proportion of the nation's products devoted to increasing plant equipment dropped very substantially. In one year it dropped to less than 4 per cent and it had been up around 7 per cent or 8 per cent before the war broke out. Since the war, in 1948 particularly, in 1949, the proportion of the national production spent on plant equipment was around 10 per cent. It is important that the expenditures on expanding and improving plant equipment be kept up at least to the ratio of 1948 or 1949. So industries may not be permitted temporarily to spend much on plant equipment, but for the country as a whole, the expenditures to increase and improve capacity surely must be kept to as large a percentage as they were before the Korean War and must not be permitted to drop way down, as they did in the second World War. If they do drop way down, as they did in the second World War, we shall lose this cross-country run.

### Expansion in Labor Force

I think that the quickening conflict with Russia will stimulate technological research, and the great danger there is that the effort of industries to expand technological research will be retarded by lack of personnel. Consequently, it is important that the draft law be so operated that physicists and chemists and technical engineers, bacteriologists, and other scientists needed for technological research shall not be prevented from engaging in continuous study and being trained for this type of research.

The quickened conflict with Russia will produce an expansion in the size of the labor force. It is already doing it and it will continue to do it. It ought to be possible, by using more older workers and more women, and cutting down the unemployed, to offset an increase in the armed services from 1,500,000 to 3,000,000, and prevent a reduction in the volume of civilian employment. It ought to be possible to do that, and certainly that should be one of the targets. I think we shall succeed as a result of the quickened conflict with Russia in spending as large a proportion of the national production on plant and equipment as we were spending in 1949 and 1948. I think that, but I am trying to register a certain amount of doubt. It ought to be possible to do it.

As the figures for the fourth quarter



ENGAGED IN SERIOUS discussion between convention sessions were H. R. Davison, vice president, American Meat Institute, and Louis E. Kahn, vice president, The E. Kahn's Sons Co. of Cincinnati.



of 1950 show, the immediate effect is to step up these expenditures. Enterprise after enterprise is stepping up its expenditure, and the fourth quarter expenditures on plant equipment are going to be substantially larger than had been planned earlier this year.

Fortunately, the corporations all around have more than \$50,000,000 of government securities which can be sold to step up expenditures on plant and equipment, provided the materials are obtainable. We can interfere with the tendency to step up expenditures on plant and equipment and the ability of the industry to do it by a badly designed excess profits tax.

Now ordinarily, very large profits mean that supply is too small for demand, and large profits are the signal that more productive capacity is needed. They are not only a signal, but they provide a good deal of the money needed to expand the production capacity at those particular points. It may be oversimplification in time of a cold war to say that productive capacity should be expanded at every point where very large profits appear. We may not be able to permit that, but though the exceptions to the general rule may be fairly numerous, the general rule I think still holds good: where there are very large profits, productive capacity needs to be expanded. Encouragement should be given to enterprises to use part of those very large profits to expand productive capacity.

### Predict Slowly Rising Prices

If an excess profits tax is enforced, its effect on the ability to increase plant and equipment at those points where more plant equipment is badly needed should be carefully scrutinized in advance, and I think that the full tax rate should not apply to such parts of profits as managements decide to plow back into more plant and equipment because that is exactly what you want management to do. That is the way in which you reduce abnormally high profits to the normal amount. That is the way in which the profit system is supposed to work. Just as losses are the signal, "Here, you've got plenty of productive capacity of this particular kind and you had better not expand it."

I think we shall have a rising price level in this defensive time, probably a slowly rising price level. I hope I shall not be misunderstood, but as far as I can make out, the country prefers at least a slowly rising price level to the measures that would be necessary to prevent a slowly rising price level. I don't think the country as a whole wants run away inflation. I think that can be avoided, but I don't believe the country wishes to direct controls over wages, and if you don't have direct controls over wages, then there is going to be a rising price level—at least a slowly rising price level. One can't pick up a morning paper without seeing several wage increases announced. I read this morning where Westinghouse is giving 10c an hour with the



PRETTY JEAN LYNN, with several companions in varied costumes, urged conventioners to visit the exhibit hall and participate in the exhibit attendance contest staged by AMI.

right to reopen in six months. New York Telephone Company gave a substantial increase to 16,000 people last week. The week before, New Jersey Telephone did the same thing. You will continue to see these announcements of wage increases every morning in the newspapers.

Higher taxes cannot prevent prices from rising in the face of rising costs. I think these indirect controls are important in protecting us from a runaway rise in prices, but the Federal Reserve will not make the price level, the Treasury will not make the price level, the trade unions will make the price level, and they are making it. What the Federal Reserve and the Treasury can do is to prevent the price level from rising faster than the increases in wages make necessary.

### Adjust Wages Equitably

I get criticized rather harshly every now and then for saying what I have just said to you. I get accused of being a defeatist. Well now, I am not advocating the slowly rising price level. I am not taking the position either for or against it. I am simply trying to explain the belief. I think my preference would be for a slowly rising price level but a price level kept from going up in a runaway fashion by stiff credit controls and stiff taxes. Direct control of wages would be necessary to keep prices from going up at all because if you had the direct control of wages, you have direct control of the prices of the things that employees make, and you would have all the black market problem that you understand better than I do and to which Mr. Kline alluded this morning.

So, I don't think I am being a defeatist. I think I am being a realist, but if we are going to have a slowly rising price level and that kind of inflation, then it seems to me that we should take

some steps to see that the inflation is fair, that the inequities of the inflation are less than the inequities of the inflation of the second World War.

Certainly the wages of non-union employees, particularly professors, should be automatically adjusted upward with rises in the cost of living. The wages of government employees should go up along with the cost of living. If a rise in wages is good for General Motors employees, it is good for employees of the federal government, for the employees of the city of Chicago or Harvard University. Pensions should automatically rise with rises in the cost of living. When the consumer price index went up 70 per cent between 1940 and 1949, the average pension paid under the federal expense plan rose by 15 per cent. So the big increase in pension payments which starts tomorrow does little more than restore the purchasing power of pensions to the level they had in 1940. We will have \$1,500,000,000 in E bonds maturing in 1951 and a considerably larger amount the year following. The holders of E bonds will receive back considerably less purchasing power than they put out when they bought the bonds in 1941 and 1942. If they are expected to take new securities from the government in return, they ought not to be expected to take 2.9 per cent. If the government wishes to pay something like 2.9 per cent, it should protect them against a substantial part in the rise of future price level. The government will have many, many billions of these E bonds coming up for redemption in the next 10 years, and the new issues to which people are invited to subscribe should give them protection against this slowly rising price level that we must expect.

I don't think a slowly rising price level will interfere with our ability to win the production contest with Russia. A rapidly rising price level would have the effect that we saw in the inflation in Germany in the early 20's when much money was wasted on new plants because there wasn't time to plan it carefully. The cost of building was going up so fast, the cost of equipment was going up so fast, that the engineers could not be allowed to take the needed time to work out thoroughly the decisions as to just where the plant should be, what the design should be, what the design of equipment should be. So long as we can keep our price level rising 5 per cent or a little more per year, we shall not produce much wasteful spending of money, and if we accelerate technological research as a result of the quickened contest with Russia, and if we enlarge the labor force, and if we keep up spending a high proportion of our nation's production on plant and equipment, the quickened contest will actually stimulate the increase in production, and Russia, far from reducing our standard of living will be helping us raise it. This sequence is inevitable.



WOLCOTT

## BALANCE BUDGET!

### U. S. Must Trim Non - Military Expenses to Stabilize Economy

**T**HE meeting reconvened at 2:15 p.m. on October 2, with Wesley Hardenbergh, president of the American Meat Institute, presiding.

**PRESIDENT WESLEY HARDENBERGH:** Our first speaker this afternoon is widely recognized as an authority on banking and money and is known as one of our finest public servants. His knowledge of economics, and particularly of fiscal affairs and finance, has won wide recognition for him from his colleagues, regardless of party.

You will enjoy hearing from Michigan's able Representative in the U. S. House of Representatives, Jesse P. Wolcott!

**JESSE P. WOLCOTT:** We, on the firing line in Washington, are cognizant of the consequences of legislation which we pass and we try to have constantly before us, in considering laws affecting agriculture, industry, business and finance, men and women who are trying to apply American principles in their activities.

Underlying all of our efforts and, I am sure, underlying all our activities, is the knowledge that this is the greatest country ever conceived by man and that it is worth perpetuating. We have profited by the very few mistakes that we have made in the matter of one hundred sixty odd years of existence as a nation and we are better off today for those mistakes. We don't have to regret them if we understand them, and so, the events of the last few years, if they have taught us anything, have taught us the greatness of this nation.

We are confronted today with one of the most serious problems which this nation has had since it wrested its independence from Great Britain. I say that, having in mind the trying times of the Civil War. I have in mind all the other threats to the American system, but today we are faced with the greatest threat. This was brought about largely by an incident which has been referred to as a police war or police action. It has been minimized in its importance as a military maneuver. In it our strength is going to be determined for a greater conflict which is

to come, which might mean whether or not Western civilization shall prevail.

Now, we may minimize the importance of the Korean incident all we please, but there is one undeniable question which grows out of it. That is, what is going to follow Korea?

We are assured now of military victory. We have been assured of military victories before. We must be careful not to lose the war as effectively at home as we have won it abroad.

The great problem that confronts America as a natural result of the Korean incident is the effect upon our economy—inflation. Perhaps I can tie in this problem with our legislative program and point out some of the errors so that we may meet them. Perhaps I can inspire some thinking in respect to certain solutions so that we will not find it necessary further to depreciate the value of the dollar in consequence of this war. Whatever may be the outcome of the Korean situation, we are confronted with the fact that we must live under a warmonger for a good many years. We must defend ourselves against this enemy. We must maintain a much larger Army and must convert a great deal of our output into war production. We must make certain sacrifices. We must give up certain of our liberties and much of our freedom of thought and action. We probably will be called upon to subordinate some of our sovereignty in the defense effort.

We are confronted with a problem as great as that which confronted us before World War II, in which we made very many mistakes, and we can profit by those mistakes to prevent a recurrence.

The thing which appeals to us most is that America is economically the strongest nation in the world. We should want to keep it that way. Now, how can we do it? All of the legislation on the statute books today pertaining to our economic situation was enacted to lick a depression, to make money cheaper, to increase the volume and velocity of credit and bring prices up.

It is only logical to assume that if

the actions which we took during the depression had actually increased prices, increased the volume and velocity of credit and the availability of money, then, in order to stabilize our economy, we should go in just the opposite direction. That is an oversimplification of the problem, perhaps, but it is good enough for our purposes, when it is our purpose here to start some thinking along these lines.

Now, what did we do? What did we do to increase the volume and velocity of credit, to make money cheaper, to increase prices, to depreciate the value of the dollar?

We set up several government agencies to make direct loans. We cut rediscount rates from 7 per cent down to 1 per cent. We reduced reserve funds in the banks, we reduced the gold reserve behind deposits from 35 to 25 per cent. We reduced the gold reserve behind the issuance of federal reserve notes from 45 per cent to 25 per cent. We started to support the government bond market through the open market and above par. We guaranteed a certain return on government bonds. It was our policy and it is still our policy, to provide cheap money and cheap credit.

Now we find ourselves in the position where, because of the Korean situation and what will inevitably follow the Korean situation, we must live under a managed economy. Unless that economy is managed judiciously without regard to political advantage and in the best interests of this nation and the world, then we can and might well throw our economy into a tailspin.

Those are the things which we want to avoid. I notice a very significant omission in the control act we have just passed. If you will recall, in October, 1942, when we legislated in respect to price and wage controls, we said that we were controlling prices and wages and rents for the purpose of stabilizing our economy. There is no mention in the control bill which we have passed of stability. This bill, under the policy statement, is designed to strengthen our financial defense.

We were confronted with the same

situation in 1942. We had a war to fight and to win, but we realized we could win faster if our economy was stabilized, so we called it the Stabilization Act of 1942.

Now, we can have stability and win this war, drawn out as it might be, and we will if we just use judgment. But, the way we are going, we are not going to have stability even though we are going to win the war, and we might well lose on the home front as we are winning on the foreign front. It is necessary for world peace that America have a firm, strong, progressive economy. It is necessary for world peace that America have a stable dollar. Why do I say that?

An uncertain economy begets strife and most of our wars have been brought on to solve economic problems. Now, we are in this very peculiar position: The currencies under the Bretton Woods agreement are as effectively tied to the American dollar as they formerly were tied to gold.

### Deficit Despite High Income

We participated, and the other countries participated, in creating this new standard of values in world currencies on the premise that the United States was the strongest of the nations economically and that the American dollar would stand almost any economic or financial onslaught and that it was perfectly proper and safe for the other countries to tie in their currencies to the American dollar. They did this with faith and confidence in our ability to stabilize and keep strong the American dollar. I wonder sometimes, in the light of past experiences, whether these countries would have entered into the Bretton Woods agreement had they known that the value of the American dollar was going to fluctuate as much as it has since 1945? I wonder if they would have wanted to tie up their currencies to the American dollar or felt safe to tie their currencies to the American dollar if they had realized that in times of high influence, in times of the highest economy this country has ever known, we would run a deficit of over \$5,000,000,000?

So, throughout the last two years, although we have had the highest income which we have ever enjoyed, we have been running from \$2,000,000,000 to \$5,000,000,000 in the red. Because of this trouble which we are in now, we know that in spite of the increase in taxes, that the deficits for the next two years will range from \$12,000,000,000 to \$20,000,000,000.

The inevitable result of that is proportionate to the depreciation in the value of our currency which will be reflected of course, in higher prices—the thing which we call inflation.

If we continue the deficit financing to the extent of \$15,000,000,000 a year for the next five years, the dollar will depreciate in value on the 1936-1939 level to about 40c.

It has already depreciated so that it is worth about 50c. The events of the last few months have brought it down further, and it is expected that the

next formal announcement on the value of the dollar will be 55 or 56c. It is not unreasonable to expect that after five years of deficits, the value of the dollar will be 40c.

What can we do to prevent this? I think you have a right to expect the Federal Reserve to function as it was originally intended to function—as an instrument through which our economy might be stabilized.

I know that we in the Congress for months have tried to put the Federal Reserve Board in a position where it could function as a stabilizing instrumentality. Now, between the trouble of the Federal Reserve and the Treasury, we find this situation. If the Federal Reserve is to increase rediscount rates in order to slow up credits, then the yield on government bonds will go up or the interest on government bonds will go up. This will add to the amount required to carry the debt. So the Treasury says, "No, you can't do it." What you have to do is stabilize our economy, but nevertheless the rediscount rate can be increased gradually and consumer credit control will have already been invoked.

However, we must get to the source. Trying to control the volume and the philosophy of credit by controlling consumer credit is like trying to prevent the inflation of a child's balloon by resting your finger on it. You must get back to the source, and the source of all credit here in America, almost all the credit, is the banks. The flow of credit from the banks can be controlled and the Federal Reserve Board has that obligation. We can authorize an increase in reserve requirements, and as a psychological factor if nothing more, we can restore the gold reserve to its traditional 35 per cent from its present 25 per cent. We can restore the gold reserve behind the issuance of federal notes to its traditional 40 per cent from its present 25 per cent. We don't have to support the price of government bonds at \$101. The government never promised to pay anybody \$101 for a \$100 bond. That is inflation. We don't need to make available the \$20,000,000,000 or \$25,000,000,000 in gold as a monetary base for the issuance of currency by the Treasury or Federal Reserve. A certain very large part of that gold may be sterilized and that will remove it as a threat against inflation. The government should be expected to do what you and I are expected to do in these times, cut down its expenses to the minimum. I can find a much better use for that gold than to leave it there as a constant threat to the value of our currency. We have something like \$12,000,000,000 paid in the social security fund and there isn't a cent in the fund. I think we might give consideration to taking a certain amount of that gold and using that as an assurance to our people that they are going to get their unemployment relief and their old age pension, because, as it is at the present time, we have got to tax ourselves all over again when and if we come to the time we

expect to get those benefits.

I can see these things which can be done, and there is one additional reason why they must be done. If we are going to do this job by increasing taxes instead of the methods which I have presented as a possible means of stabilization, then we approach one of the most dangerous situations which has ever confronted any country. No democracy has ever prevailed as such after 35 per cent of the income of the people has been taken for the maintenance of government. Take that home with you! Every country throughout history which has taken more than 35 per cent of the income of its people for the maintenance of government has become totalitarian, socialistic, collectivist, or whatever you might call it. To me, it spells socialism.

My friends, we are within 3 per cent of socialism today. Although we probably will be called upon to pay higher and higher taxes, I think that before we do that, we should give consideration to cutting at least the amount of the deficit from the non-military expenses of government. Now I am quite proud of the fact that I was chairman of the House banking and currency committee during the only two years since 1930 that the budget has been balanced. The budget can be balanced with an increase of taxes which has been proposed only if the non-military expenses of government are cut to the bone. In addition to the steps of raising reserve requirements, and rediscount rates, pegging government bonds at par, segregating or sterilizing gold as a monetary base, I would exert every ounce of mental and physical energy to cutting government expenses of a non-military nature to the bone. That is the only way we can ever win this war and stabilize our economy. Unless we do it, then there can be no peace in the world.

So long as the countries of this world are dependent upon the stability of the American economy and the American dollar, then it behooves us to indulge in a great deal of economic prosperity if we have to preserve stability at home and in doing so, guarantee the peace of the world.

**PRESIDENT WESLEY HARDEN-BERGH:** Ladies and gentlemen, we have one more speaker to whom I would like to introduce you. Some time ago, the board of directors of the Institute wished to have an opportunity to hear at first hand the views of a man representative of the retail part of our program. At that time, we called upon Franklin J. Lunding, president of the Jewel Tea Co. He did so well on that occasion that we have invited him to come back so that you members may have an opportunity to enjoy and profit from the privilege that the board had at that time.

Since that time, Mr. Lunding has taken on an additional responsibility, that of chairman of the executive committee of Lever Brothers. His views on the meat business are certain to be of interest to everyone in this room.





LUNDING

# MEAT AND PEOPLE

## Successful Industry is One That People Believe in

**F. J. LUNDING:** According to the program, I am going to talk to you on "What is the Meat Business." Now, to attempt to discuss that subject fully would take a lot more time than the few minutes allotted me.

However, in the interest of brevity, I can say that to me the meat business is an industry that produces, processes and sells not merely meat and nutrition, but a great many of the needs and satisfactions of life. If all of the products to which the meat industry contributes were gathered in one place, it would be a veritable department store of things that make life worth living with a health department thrown in for good measure. Meat is highly perishable, but not so the services and satisfaction which the products of your industry supply.

Now, if this describes your meat industry, to whom are you important? I would venture to say that from a public relations or any other standpoint the meat industry has four broad, important publics:

1. Those who supply your packing plants — farmers, ranchers, feeders, truckers, the railroads and others who take an important part in providing animals for processing.
2. Those who work in your packing plants, branch houses, offices and make the wheels "go round" in your businesses—your employees.
3. The merchants and others who sell the products provided by the meat industry—meat, medicines, shoes, luggage, certain articles of clothing, fashion items such as ladies' handbags, men's wallets, sporting goods, perhaps beauty aids, and even the music trade—drum heads and violin strings.
4. All of those already mentioned plus everyone else — the consuming public.

Gentlemen, those interested in and dependent on you are the United States of America. It is to them you are responsible.

In my 20 years in the retail food business, I have heard a great deal about the meat business—some of it favorable, some not so favorable, depending on

the source. So, with your permission, I'm going to take the liberty of revising my topic a bit, and center my remarks on "What I'd Like to Hear About the Meat Business."

We in America are passing through troubled times and all of us, no matter what our business, should be greatly concerned with what is going on across the world today. Korea is many thousands of miles away, but thousands of American casualties bring that remote peninsula right into our own homes. The fighting in Korea has brought suffering and grief to all parts of America. But Korea is only one symptom of a serious disorder which is gripping the world. We are in the midst of a struggle to the death between two opposing ideologies, and the outcome will determine whether the freedom that you and I know and enjoy lives or dies.

As Bernard Baruch, the revered Elder Statesman, says, "We win, or we lose everything."

The major strategy of the opposing forces in this world conflict, despite Korea, is still directed at capturing the minds of men, and women, and children too.

That is why it is so important that we, who believe so deeply in preservation of private enterprise and the American way of life, must lose no opportunity to impress our story on the minds of people, here at home as well as abroad.

That is why you in the meat business must exert every effort to make all of your publics, and particularly your own employees, understand your operations and recognize, and take pride and get satisfaction from, their stake in your success.

I noticed the other day that the meat industry is experiencing an upward trend in production. Beef cattle are well into an upward cycle, and the van of a pig crop even greater than last year's is on its way to market.

Now, "upward trend in production" sounds like something from the pages of the *Wall Street Journal*. Just what is the moving spirit behind that upward trend, the driving force back of the

meat business or any other business? I'll tell you in one word: People!

Forget charts and graphs and technicalities for a few minutes, and look with me at the human side of the meat industry. It is no different fundamentally from the human side of the grocery business, with which I happen to be somewhat familiar, or the human side of the steel industry, or railroad, or any business you can mention.

### Human Relations Missed

We are businessmen, and I'm sure we all know our costs. We realize the importance of sales volume. We maintain our assets, and we keep our books and records in order. But sometimes I feel we may concentrate so much on these material things we miss the bright promise that the human approach brings to all business and to life itself. Or, we don't find time to give human relations proper consideration and study.

Why do we need to humanize our operations, or why is it good business to practice the human approach to problems?

A successful business or industry must first be one in which all people can believe. That comes through the normal human reactions which our efforts develop whether among customers, suppliers, employees, or the general public. We earn such a reputation, I am convinced, through doing day by day the thoughtful little and big things that make people like us, respect us, have confidence in the things we say and do.

Let's take, for example, the 300,000 employees in your 4,000 packinghouses throughout the country. To the outsider, a job in a slaughterhouse might well be the last way in the world he'd choose to earn a living. Yet the packinghouse worker should have as much pride in his job as the man who operates a machine in a defense industry, or runs a new Diesel train or sells groceries in a fine new supermarket.

If he hasn't that pride, there's been a breakdown in human relations somewhere along the line, because the meat industry today is a job that should make everyone connected with it proud.



First, of course, is meat itself which has become so important in our daily life and which has played such a constructive part in improving our standards of living. Through the untiring efforts of you packers, you have done much to develop, formulate and popularize new and favorable nutritional concepts about meat. You have improved the palatability of your products and you have made them available to the diets of all people. More people today are eating meat, and better cuts of meat, than at any time in our generation. That is the familiar side of the picture and your progress in this direction is well known. I am more concerned, however, with the by-products of your industry, whose importance perhaps has been overlooked, because I find in them dramatic appeal to the imagination—I find in them the very qualities that mean life itself.

### Are These Facts Known?

I wonder if the American housewife, the best-dressed woman in the world, knows the part the meat industry played in making possible the handsome new wool suit or dress she so proudly displays. Or if she's aware of your contribution as she goes through her daily household routine. If she knows how many things from the soap she uses to the gelatine dessert which tops a meal were made possible through the genius of your research or the skill of your operation.

And I wonder if the farmer understands the part you play in providing the fertilizers and the feeds and the markets which enable him to build bigger crops and even better livestock for the market.

And do we think of the meat industry when we admire a new and shining suitcase, a wallet, a belt, a purse, a pair of shoes, or the thousand and one articles that go to make our daily life more convenient or more comfortable? The number of by-products in this category are legend. I am intrigued, however, by a different group, those by-products of meat that appear in the field of medicine.

Some of the new miracle drugs had their trial by fire in World War II, and many soldiers will come home from Korea to their families because, thanks to the meat industry, our medical units are well stocked with these life-saving products. Sutures, also made from meat by-products, help save our wounded and injured, on the home front as well as the battlefield.

Literally millions of people owe their lives to the drugs developed through co-operation of your industry and medical science. There are no more fascinating pages in medical history than the story of that development.

First there was adrenalin, obtained in 1901 from sheep, and widely used with its derivatives in treatment of hemorrhages, allergies, hay fever and shock. One of these derivatives has been used by our medical units in Korea to

prevent hemorrhages and also shock.

Then, in 1920, came thyroid extract, also from sheep, which showed the way to treatment of thyroid-deficiencies resulting in cretinism, or stunted growth and retarded mental development, low metabolism, and some forms of obesity.

A real milestone was reached in 1921 when insulin, from the pancreas glands of cattle and pigs, was discovered, and hundreds of thousands of diabetics were able to live normal lives and enjoy diets like their neighbors'. As you know, the pancreas glands of animals are still the only source of insulin, with 1,500 cattle or 7,500 hogs required to produce one single dry ounce of the precious drug.

How many hitherto hopeless sufferers from pernicious anemia have been given new leases on life from the liver and dried stomach extracts first obtained from animals in 1928?

Just recently, we have seen development of new wonder drugs. These drugs, thanks again to your industry, are making rapid strides in conquering maladies that have baffled medical science for ages. The comparatively new field of endocrinology, with the aid of these drugs, now holds hopes of relieving and curing such ailments as arthritis, rheumatic diseases, gout, high blood pressure, mental diseases and many others.

Surely, every packinghouse worker should be proud of a job that contributes so much to human welfare!

After all, what does a worker want most? I think he wants — and must have — a lot more than just good wages and security. Of course they are important, but man doesn't live by bread alone.

I like to recall the story of Christopher Wren, the great English architect, who walked unrecognized one day among the men building St. Paul's Cathedral in London, which he had designed.

"What are you doing?" he asked a workman.

"I'm cutting a piece of stone," was the reply.

"And what are you doing?" he asked another workman.

"I'm earning five shillings two pence a day," was the answer.

But to the same question, a third workman replied:

"I am helping Sir Christopher Wren build a beautiful cathedral!"

That man had vision. He could see beyond the daily routine of his work the value and dignity of his contribution to the whole.

What are some of the main needs and desires of employees?

Well, I think they need opportunity for self expression in terms of special skill or talent, or creativeness.

They need self respect in relation to their jobs, including recognition as individuals and not cogs in a machine. They must feel they belong.

They need an understanding of just what is expected of them, and a means of measuring personal accomplishment,

including the opportunity to earn more by producing more or doing better work.

And there must be a sense of importance, as reflected in position, title, privileges, or benefits.

Then there's the satisfaction of following a respected leader. Friendly relations with associates cannot be underestimated.

Steadiness and certainty of employment, a sense of personal progress, and a visible path of promotion all belong on this list.

Another human approach I should like to mention is the "first assistant" philosophy. In our own business, every executive is charged not so much with directing or supervising people, but with offering and giving assistance to the people who look to him for leadership. In my own job, it is my responsibility, I feel, to help our senior executives to do a better job. We try to avoid the issuance of orders. This approach in business doesn't develop through leadership that hands down orders from an "Ivory Tower."

### A Job for Leaders

In applying all these human relations, you men in this room, the leaders in the industry, play a vital part. This a job that cannot be delegated. It must stem from you, the leaders. You have a tremendous influence, and you will exert it by what you say and what you do, and how you say it and how you do it.

Yours is a big industry. It has to be big to do the job. A news magazine reported recently that the meat industry is a \$10,000,000,000 business, involving a fifth of the U. S. population in its production, processing, and sales, with more than 22,000 smaller companies contributing to the 23,000,000,000-lb. annual output.

What an opportunity for good human relations right in your own orbit! One of the largest groups in the country with a common interest, it should be one of the most responsive. If a high percentage of your group becomes sufficiently proud of its work, and the results of that work, that feeling will inevitably spill over into the great reservoir of American public opinion.

Think what it would mean if every head of a packinghouse were to use his facilities to circulate your industry story as already crystallized by the Meat Institute. And multiply that by the number of employees. What a tremendous potential force for the creation of constructive public opinion lies dormant within your own industry ranks!

You have made a good start in the right direction. I've noticed how you are explaining America's meat supply system through your picture of the Meat Team, including, I'm glad to say, the retailer. But are you satisfied you are reaching deeply enough?

We have been talking about a most important public — your employees. Let's turn for a minute to another group — your customers — the millions

of housewives and their husbands and the youngsters who will some day be your customers.

How can you make them friendlier to you and your business? Today, Mrs. Housewife wants to know most *what you are doing now* that touches her direct interests—what promising new developments are in store for her.

We retailers are anxious to cooperate in any suppliers' efforts to stimulate, build, and maintain demand for his products. But our endeavors are limited, of course. We can't stop on busy Friday afternoons or Saturday mornings to tell a housewife that the pork chops are rich in thiamin, or give her a case history of the pig. Education of the housewife on meat products is primarily a mass task, and, must be left largely to you.

### Understanding of Price

I'd like to emphasize price, because the past shows that war economies beget high prices, and my experiences as a retailer is that high prices cause resentment. Much consumer criticism stems from misunderstanding, lack of information, and sometimes, misinformation deliberately circulated.

In conduct of our retail food business, we picture Mrs. Housewife as an *individual woman*, a flesh-and-blood homemaker, who is the final arbiter of our decisions. This is so fixed in our philosophy at Jewel it might be said to dominate our philosophy of doing business. As food merchants, we try to make her job as easy and simple as possible. To do that, we have to know everything about her—what she thinks, how she feels about us, how she reacts to different appeals. What we have learned is mainly what I am offering you in my remarks about the meat business.

In the face of everything being done by your industry, the teachers, the home economists, she is still often confused about meat and meat cookery.

She must know *much more* about the basic nutritive values of meat, what it will do for her and her family.

A job must be done to convince people that the price of meat should be judged by what you get out of it.

Most of us want meat, *but in relation to a price*. When meat gets too far out of line in its historic relationship to other food values, resistance begins to set in.

Encouraged by food editors, columnists, and other writers, Mrs. Housewife begins looking around for substitutes. Already I see more indications of such a trend. The lowest income group is automatically priced out of the market. Institutionally buyers make sharper comparisons of values. Nutritionists put emphasis on protein foods other than meat.

There is another important approach to creating a favorable public opinion of our business, whether it be meat or groceries. We can all work to develop an attractive person-

ality for our businesses, for our individual establishments. Sometimes we get so tied up in reports and in acting like businessmen, we fail to get down to the simple fundamentals of individual characteristics. So I'd suggest we do whatever we can to give our places of business attractive personalities.

Your meat products, in raw material form, have a lot of glamour and appeal. Artists have painted cattle in the pastures and on the range in every conceivable way. There's a lot of appeal, too, in the end-products of your business, in the handsome cuts and attractive packages that appear in the showcase and in the customer's refrigerator.

But I don't find any evidence of such appeal in the packinghouses themselves. Admittedly, you have a difficult problem here, for the business of slaughtering animals is not one that lends itself readily to glamorization or attractive aromas.

Nevertheless, I feel that end of your business can be made more attractive to your communities, with consequent improvement in your community relations.

You can start out by asking yourselves, "What personal traits appeal to me?" or "What do I like in a friend?"

Most of us like in our friends a person who is clean and well groomed, not slovenly and dirty. We like our friends to be alert, up to date, not dull and out of date. We like generous people, not the stingy and grasping kind. We like considerate people, not the selfish and thoughtless. We like our friends to be honest, not clever or untrustworthy. We like them to be patient—they need to be sometimes—not impatient or quick tempered. We like them sincere, not cagey. We like them sympathetic, not cold, impersonal, or disinterested. We like them good natured, not sour or irritable.

We can check that list against the traits of an individual business establishment. We can do a lot in building for ourselves, our industry, and the people in it, an attractive personality. We have to be honest with ourselves about it. We must try to be what we hope to be.

Something more shines out like a beacon on a dark night; it is not enough to do an efficient job of serving the public—people have to know how well you are doing it, and *just how it affects them* as individuals. Public attitudes toward industry become increasingly important in times of stress such as these. We also know that when it comes to putting the heat on big business, the meat industry has long been regarded as a sitting duck.

Your critics know how important meat is to the lives of our people, how emotionally Mr. Straphanger looks at his breakfast bacon or his Sunday roast. They will seize every opening—every rise in price, regardless of what made it necessary, every shortage,

however temporary, to level an accusing finger at the meat packers.

Ask yourselves whether you are putting enough power into what well may be your most important job—protecting your place in the sun. Are you getting across to the public the real story—

1. What the meat industry is doing to sustain the economy as a whole;

2. The itemized, specific benefits it delivers to every man, woman and child?

I've noted with interest your efforts to popularize your industry and make it better understood through your warm and friendly "Hello" column, appearing as a regular feature in the *Saturday Evening Post*.

That's a good way to help change people's thinking about the meat industry.

From a broad view, the fairness of your competitive bidding for animals, the research that finds new nutrients in your products, the programs to encourage livestock production and improve breeds, all should build added respect for your industry, and increasing pride for your workers.

Please do not think I have the presumption to write a ticket for your industry's educational program. I have merely mentioned some of the things that have impressed me as evidence of your great service to the public, a service of which a major part of that public is not aware.

No one acquainted with food advertising could fail to be impressed by what you packers, through your American Meat Institute, have done so far in selling meat and the meat industry to the American people. I regard it as an intelligently directed, well executed program, a good sound educational job. I like your advertising and promotion. I think it is competent and effective. I admire and respect those who had the courage and tenacity to make it possible.

Many of the companies represented here, both large and small, have accepted the social responsibility of the industry to employees, to producers, to retailers, and to Mrs. Housewife. But I wonder how many of you are really doing everything you can to create a favorable public attitude toward your industry, and in doing so, toward you and your company.

Whether you like it or not, you can't escape being talked about and written about and thought about. So it evolves upon each of you to help encourage mass thinking along lines that will *help—not hurt*—your business. This is not something that we businessmen must do merely to increase sales and income or build prestige.

This is a matter of life and death in a battle of ideologies with you as an outstanding champion of free enterprise. The survival of all we hold dear is the prize. Human relations provide the key to success in this fight for men's minds. In closing, I again quote:

"We win, or we lose everything."



HORMEL

# I N D U S T R Y      W A R N I N G :

## 'Write Own Ticket' for Labor, Worker Security and Competition

**TUESDAY'S** general session convened at 10:05 in the Palmer House, Chicago, with H. Harold Meyer, presiding.

**CHAIRMAN H. H. MEYER:** Introductions on this morning's program seem to be completely superfluous for most of you know as much about our speakers as I do and perhaps even more than I do.

First on the program is Jay C. Hormel, who started to work in this industry at the age of 14 during school vacations. He has devoted his entire life to meat packing and has held virtually every position of importance in Geo. A. Hormel & Co. He has been a director since 1914 and has been vice president, treasurer and president. For the past four years he has been chairman of the board.

Every ten or 20 years, you will run across a really ideal man and Mr. Hormel is just such a man. During the first World War he was in the Quartermaster Corps and is generally credited with the idea of taking bones out of beef before shipping, thereby saving millions of tons of needed shipping space.

Among other things, he was a pioneer in the development of canned luncheon meat and the canning of cold ham. Presently, he is experimenting with a number of operating innovations in a plant at Fremont, Nebraska. His outstanding contributions in the field of labor relations are well known by you all.

Mr. Hormel is a former director of the American Meat Institute and is now a director of the American Meat Institute Foundation. He is a trustee of the Committee for Economic Development, a member of the economic commission of The American Legion, and also a member of the business advisory council in the United States Department of Commerce.

Disraeli once said, "The secret of success in life is for a man to be ready for his opportunity when it comes." Mr. Hormel has done just that.

His subject this morning is, "Write Your Own Ticket While You Can."

**JAY C. HORMEL:** I shall address myself to three particular fields in which I think management is very neglectful to its own future interests—labor relations, social security, and competition.

First, let's look at the field of labor relations.

I guess I will have to announce myself as a great believer in unions. In the first place, I believe unions are here. In the second place, it appears to me that they are here to stay. In the third place, I believe that an employee should be entitled to grieve. So, believing in orderly processes, I believe in grievance procedure.

Any employer who is willing to impose upon himself some of the requirements which a union would impose can establish an adequate grievance procedure without a union. And, may I suggest to you that if you do not have a union, you would do well to protect yourself by establishing good grievance procedure just as soon as you can. If you have a union in your plant and not in your office—and don't want one—you had better get grievance procedure started in your office.

If you have only 10 to 12 employees, the fact that you are a considerate sort of person and know your people so well may constitute all the grievance procedure you need. If you are so busy that you can't really give consideration to the wants of your employees, whatever the number, there eventually will be a grievance procedure in your shop; and if you don't write your own ticket, someone will eventually take it upon himself to write one for you.

### Right Kind of Contract

If you already have a union, or if you are going to have one, it is important to have the right sort of contract. Now I ask you, what is the function of a contract? Sure, if I am contracting money for material, I want the specifications and price clearly stated. And, even the most carefully drawn contracts for material often end in litigation—so often that it is now a common practice to include arbitration

clauses in contracts covering things you buy and sell.

In contracts for human services, specifications become futile. We have a radio program. One of the best performers is a trumpet player. The last time I listened in, I was remarking about the sweet notes that were coming out of that trumpet. Now, I ask you, do you know how to word a contract to make it bring sweet notes out of a trumpet? Quick-like, can you think of anything sillier than having a lot of specifications in a contract with a trumpet player?—"It is hereby agreed that notes played by said trumpet player shall be as written, and shall be played to the true International pitch, having 440 vibrations per second."

As I have faced the various difficulties of labor contracts, I have concluded that the ideal contract is one which concerns itself with nothing but procedures. But, a definite procedure should be prescribed for any circumstance which might arise.

No contract is truly good after it ceases to be satisfactory to both parties. To keep a labor contract satisfactory, it should be, what we call, open at both ends. That is to say, either party should be able to get into it, or get out of it, at any time. Until somebody does cancel out, any provision of it should be subject to re-negotiation at any time at the request of either party.

The important thing about an open end contract is that it does not have a termination date nor a reopening date. Such a date only establishes an occasion upon which it is compulsory for the union leader to demand something. The very existence of such a date forces him to make demands. In an open-end contract, he can, and properly should, make demands when the occasion arises. A dated contract creates the occasion and forces the union to invent something in case nothing has developed naturally.

Now, about grievance procedure. Whether it be with or without a union, there are certain essential characteristics.

First, each grievance must be pro-



essed on its own timetable. I don't know of any tool that management has put into the hands of a union negotiator which is so devastating to management as to let the union man talk about two or three things at a time. I learned this by bitter experience. Sitting in with a good union negotiator, I was beginning to think that I was a pretty good negotiator myself. I really had him on that one. But, just when I thought I had him nailed down, he said, "Yeah, but how about this business with Charlie Brown?" And, if I got him in a corner on that one, he would start talking about Jack Smith. No, each grievance should be processed on its own merits, and there should not be any trading.

There are two reasons why there should not be any trading. One is that the basic purpose in a grievance procedure is to see that justice is done. The other is that the other fellow is apt to out-trade you.

Anything and everything is a proper subject for a grievance. That is obvious, because the object of a grievance procedure is to have your trumpet player in the mood for playing sweet notes.

Grievances should not accumulate. Each one should move ahead on its own time-table. Denial or management's failure to act should put the grievance ahead to the next step in the prescribed procedure; no stalling.

### **Denial Calls for Arbitration**

Denial of a grievance by top management should automatically call for arbitration. Of course, if you don't like arbitration, there are several other things you can have in its stead. You can have one disgruntled employee—or a group—or a department. I have seen a whole plant put on a slowdown over a triviality—some little thing which, if allowed by an arbitrator, would have had to continue for years and years to equal the cost of the slowdown. I have also observed that nine times out of ten a grievance which disgruntles even a small group of employees is finally allowed by management—after the harm is done.

I am a great believer in arbitration, because I have lived with it for 17 years. In our contract there is practically no limitation upon the area in which grievances can originate. Grievances which have been denied automatically go to arbitration. Even so, we have not had a single arbitration for six years and eight months. In our early days, it was sometimes the union and sometimes the management which forced arbitration. The result was almost always one party wholly dissatisfied, and the other partly so. When we make our own deals, they may not be what either of us wanted, but at least they are our own. Since arbitration is the contractual alternative, we usually prefer to stay at the bargaining table until we have our issues settled in our own way.

The safest bet in the world is that the good grievance-man is smart

enough to be good in other departments, and the man who is true to his fellows will be just as true to the company when, by upgrading or otherwise, his assignment of duty indicates that his first loyalty should be to the company.

Back in 1920, you remember we had quite a time with the unions in this packing industry. They got our plant organized while we weren't looking, and elected some young fellow as president. Fortunately, we did not have a black list, so as the years rolled by, we forgot that this lad was no good, and somebody made him a straw boss. He became a foreman, a superintendent, a manager, and finally, as of today, he is the vice president of our company in charge of that division of our business which does the greatest dollar volume and employs the greatest number of people.

### **Employee Participation**

If you have somebody who gets in your hair, promote him. If you are going to run your own grievance system without a union, don't forget that the fellow who really prosecutes the grievances is your man. If you do have a union and find that you have some people who are causing you some trouble, move them upstairs if you can find a way to do it, because when they get there, they will probably make trouble for your competitor.

On the other hand, if you find that you can make side deals with some union representative, leave him alone, because if he gets on your side, he will sell you short too.

I think the things I have said so far have been pretty well demonstrated in some places and pretty well ignored in others. There is another area, however, in which very little has been demonstrated. That is the area of employee participation. Participation in what? Generally speaking, participation in everything that affects their own interests.

That raises a very delicate question. On the one hand, everything about the business affects the employee directly or indirectly. But, on the other hand, ownership has some prerogatives, and so does management. What are those prerogatives? How important are they? To ourselves? To the business? To our system of free enterprise? Or, which ones are important, and which ones are not?

One of two things will be sure to happen. Either management will invent employee participation, or unions will encroach upon prerogatives of management. If they encroach in the wrong places, they may do things which will hurt everybody. If you believe that management understands the problem better, you had better start writing your own ticket while you can.

I have been doing considerable studying and some experimenting in this field. Rule number one is self-evident: employee participation should be kept free from politics.

One device might be to have your

employee participation committee self-selecting and self-perpetuating. Go pick any one man—or let anybody pick one man. Put it up to him to select the second; let the two select the third; let the three select the fourth, and so on until the complete committee is selected, vacancies to be filled by the remaining members.

Another device to keep it free from politics would be to set up a truly representative system by which a group of not more than twelve would select their representative to a group of not more than twelve who would select their representative, and so on.

Rule number two is that the committee should be rotating. Each member who rotates off should have a period of ineligibility at least equal to the term of membership.

It is not always reasonable to have the meetings during working hours, but I think that rule number three is that they should be paid at their regular rate for these meetings.

What is the area of their participation, and what is the extent of it? We think we need more experience before we can establish criteria, but I would say that management is safe, if, during the experimental stages, it reserves the right to impose a limitation on the number of hours devoted to participation activity and treats the findings of participating committees as recommendations only.

An actual voice in management can come later—by natural development and without even being considered as a right which has been conceded. Let me illustrate: Our union contract provides a seniority board composed of a like number of representatives from management and from the union. It has been more than ten years since a management member of our seniority board has attended one of the meetings. In our company, seniority has completely ceased to be one of the concerns of management, even though the management members have the conceded right to step into a seniority meeting any day they choose.

I look forward to the day when management may be similarly freed from many other problems having to do with the operation of the business.

Personally, when I was assigned my first quote executive unquote assignment, I had done with my own two hands every job there was then in our plant. I hate to admit how little I know about those jobs today—the way the jobs have changed and the things I have forgotten. The minute you make a man foreman, he begins to get away from that knowledge of the job which comes only through the feel with your hands. By the time he is superintendent, he begins to lag in his familiarity with the changes that take place, and he begins to forget. By the time you make him a vice president, you have begun to graduate him into my predicament—he had better do some careful checking before he makes any positive state-

(Continued on page 237)





# CONVENTION

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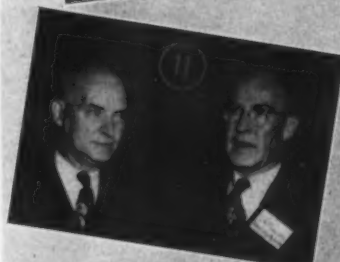


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### Walkin' and Talkin'

1. Left to right: Joseph Martin, foreman; Harry Van Oteghem, curing foreman, and Earl Plunkitt, superintendent, all of H. A. Smith Markets, located in Port Huron, Mich.
2. Joseph W. Arnold, vice president, and Neal L. Walker, sales manager, both of Schmidt Provision Co., Toledo.
3. Robert C. Goetze, comptroller; L. E. Burnham, vice president; Albert F. Goetze, jr., superintendent, and Albert F. Goetze, president, all of Albert F. Goetze, Inc., Baltimore.
4. D. E. Nebergall, president; Helen Steiff, secretary-treasurer, and Jean Fash, registered nurse, all of D. E. Nebergall Meat Co., Albany, Ore.
5. R. D. Arney, production manager, Geo. A. Hormel & Co., Austin, Minn.; W. Windmueller, superintendent, canned meats, P. Brennan Co., Chicago; Gerry MacGillivray, gelatin sales, Chicago, Geo. A. Hormel & Co.
6. Charles Koerner, sales manager, and L. D. Flavell, vice president and treasurer, DuQuoin Packing Co., DuQuoin, Ill.
7. Sylvester Dobrowski, president, Select Sausage Co., Buffalo, and Mrs. Dobrowski.
8. L. G. Moseley, partner, Patty-Franks Co, San Francisco, Calif., and Raymond C. Briggs, president, Briggs & Co., Washington.
9. Floyd D. Cummings, manager, Zenith Packing Co., Oakland, Calif., and Lester I. Norton, president, THE NATIONAL PROVIDER.
10. John H. Moninger, American Meat Institute, and A. J. Danahy, vice president, Danahy Packing Co., Buffalo.
11. G. B. Lilly, and G. W. Goodrich, both of dry sausage division, Swift & Company, Chicago.
12. Joseph Switten, president, Joseph Switten Co., Philadelphia, Pa., and Morris Rifkin, president, Morris Rifkin & Son, St. Paul.
13. Campbell White, owner, Campbell White Meats, Sarnia, Canada, and Mrs. White.
14. Rumsey Ewing, plant superintendent, and L. L. Duncan, general superintendent, both of Krey Packing Co., St. Louis.



### Quick, Henry, The Flash

1. Ed Spear, public relations, Armour and Company, and Mrs. John L. McGuire, associate editor, THE NATIONAL PROVISIONER.

2. A. Miltenberger, superintendent, and Arthur Sigman, general manager, Sigman Meat Co., Denver, Colo.

3. Tyson Lykes, maintenance engineer, and J. B. Hawkins, manager, Lykes Bros., Inc., Tampa, Fla.

4. J. F. Birlin, Jr., director of industrial engineering, and Fred J. Copeland, chief cost accountant, Krey Packing Co., St. Louis.

5. Chris E. Finkbeiner, president, Little Rock Packing Co., Little Rock, and Mrs. Finkbeiner.

6. L. M. Batkiewicz, casing department, Wilson & Co., and Herman F. Keller, partner, Keller & Weber, Syracuse, N. Y.

7. R. A. Peters, president, Peters Sausage Co., Detroit, Mich., and W. A. Rose, manager, Grand Valley Packing Co., Ionia, Mich.

8. Henry J. Kruse, president, Seattle Packing Co., Seattle Wash.; Mrs. Tartar, and A. R. Tartar, Valley Packing Co., Salem, Ore.

9. George G. Abraham, general manager, Abraham Bros. Packing Co., Memphis, division of Wilson & Co., and R. G. Haynie, vice president of Wilson.

10. B. H. Rosenthal, formerly in packing business in Dallas, Tex., and Albert Lewis, president, Deerfoot Farms Co., Southborough, Mass.

11. Fred V. Foster, American Stores Co., Philadelphia, and L. N. Clausen, John J. Felin & Co., Philadelphia.

12. Fred Lavin, Leo B. Lavin, president, and Carl Lavin, all of the Sugardale Provision Co., Canton, Ohio.

13. A. P. Carpenter, general manager, C. A. Durr Packing Co., Utica, N. Y., and Edwin E. Schwitzke, secretary, Trunz, Inc., Brooklyn, N. Y.

14. H. K. Gillman, mechanical supervisor, Tobin Packing Co., Fort Dodge, Ia.; O. J. McKirchy, Jr., office manager, and K. F. Voigt, manager, both of Tobin Packing Co., Estherville, Ia.

15. D. W. Zellar, purchasing agent; Harold Mayer, vice president, and Charles F. Kasch, industrial engineer, Oscar Mayer & Co.





## Industry Personalities

1. Charles R. Baker, owner, and J. E. Nasbitt, sales, both of Baker's Boneless Beef Co., Henderson, Ky.
2. Dr. R. F. Kieldsen, American Meat Institute; E. D. Henneberry, president, and Lew-gene Skinner, purchasing agent, both of Hull & Dillon Packing Co., Pittsburg, Kans.
3. Morris Herman, partner, Herman Bros., Philadelphia, and Jacob Zucker.
4. Carl Schultze, partner, New Hampshire Provision Co., Portsmouth, N. H., and Robert Poling, Packers' Laboratory, Inc., Boston.
5. Ralph J. Tepe, president, Tepe Sausage Co., Cincinnati, and A. P. Buchsbaum, manager beef department and vice president, E. Kahn's Sons Co., Cincinnati.
6. David L. Saylor, II, president, and Mrs. Saylor, secretary-treasurer, Luer Bros. Packing & Ice Co., Alton, Ill.
7. Winston O. Haas, secretary-treasurer, Haas-Davis Packing Co., Mobile; John H. Bryan, secretary, Bryan Bros. Packing Co., West Point, Miss., and William Melvin Haas, vice president, Haas-Davis Packing Co.
8. Mrs. McKenzie and Jerry McKenzie, president, John McKenzie Co., Burlington, Vt.
9. Campbell Soup Co. representatives: V. A. Glidden, purchasing agent, Chicago; W. L. O'Neill, purchasing department, Camden, and C. M. Robinson, purchasing agent, Toronto.
10. Hy Karp, treasurer, Iowa Beef Co., Inc., Boston; Mrs. Karp, and Joseph Baran, partner, Wald Baran Co., Boston.
11. M. A. Nossow, plant manager, and F. F. Bryan, office manager, both of American Stores Co., Lincoln Packing division, Lincoln.
12. H. L. Cooper, director of sales and procurement, Tobin Packing Co., Rochester, and Leonard H. Woods, Galesburg Order Buyers.
13. Ralph Daigneau, vice president, Geo. A. Hormel & Co., Austin; Walter E. Reineman, president, and Walter Reineman, jr., superintendent, both of Fried & Reineman Packing Co., Pittsburgh.
14. Frank A. Hunter, president, Hunter Packing Co., East St. Louis; Cletus Elsen, manager, product control, E. Kahn's Sons Co., Cincinnati, and John Moninger, AML.
15. Eric Nicol, vice president, P. Brennan Co., Chicago, and Henry Tefft, AML.



### Between Sessions

1. Dr. Fred O'Flaherty, research director, University of Cincinnati, Cincinnati, and Ira Marland, manager, by-products division, John Morrell & Co., Ottumwa.
2. Mrs. Krebs and Charles A. Krebs, manager, Munn & Co., Nashville.
3. H. J. Smith, purchasing agent, Bookey Packing Co., Des Moines, Ia.; Lt. G. Sakas, Quartermaster Market Center System, Chicago, and Lester B. Bookey, secretary, Bookey Packing Co.
4. Carlos M. Ayala, broker, Havana, Cuba, and J. K. McKenrick, broker, Chicago.
5. R. A. Rath, president, Rath Packing Co., Waterloo, and H. B. Huntington, president, Scioto Provision Co., Newark, Ohio.
6. L. W. Bermond, Chicago plant manager, Swift and Company, and H. E. Madsen, manager, St. Louis Independent Packing Co., St. Louis.
7. Leon Weil, president, and Theodore Weil, both of Weil Packing Co., Evansville, Ind.
8. A. P. Carpenter, general manager, C. A. Durr Packing Co., Utica, N. Y.; Edwin S. Knauss, vice president and general manager, Knauss Bros., Inc., Poughkeepsie, N. Y., and J. J. Fleming, sausage foreman, C. A. Durr Packing Co.
9. Mrs. Spoutz and A. C. Spoutz, owner, Conrad's Sausage Co., Detroit.
10. Roy Dinkle; S. H. Marcus, vice president, and E. F. Bloss, consultant, all of Excel Packing Co., Wichita, Kans.
11. Joe Gibson, vice president, Rath Packing Co., Waterloo, and R. F. Gray, vice president, Geo. A. Hormel & Co., Austin.
12. J. Birney McCrea, Jr., general manager, Ohio Provision Co., Cleveland; Milton Weiss, Milton Weiss Co., New York, and Gilbert Myers, superintendent, Ohio Provision Co., Cleveland.
13. William R. Jacobs, vice president, and George S. Jacobs, president, both of Jacobs Packing Co., Nashville, Tenn.
14. Mrs. and William Greenhouse, vice president, Renee Packing Co., Syracuse, N. Y.
15. S. N. Grice, general superintendent's office, and G. A. Crapple, director, research and technical division, both of Wilson & Co., Chicago.

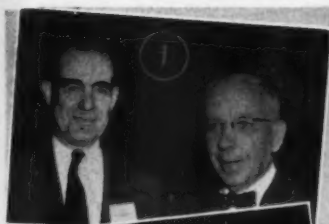




### Some Aces and Deuces

1. George R. Lohrey, president, The Lohrey Packing Co., Cincinnati; Gregory Pietraszek, technical editor, THE NATIONAL PROVIDER, and R. A. Harschnek, safety director, Swift & Company, Chicago.
2. Mrs. Lowden and F. M. Lowden, jr., president and general manager, Walla Walla Meat & Cold Storage Co., Walla Walla, Wash.
3. Melvin Evans, mechanical engineering department; Clyde Reed and K. E. Wolcott, engineering department, all of Wilson & Co.
4. Lewis Jackson, Tanners' Hide Bureau, New York, and Homer Davison, A.M.I.
5. Sam S. Sigman, vice president, K & B Packing Co., Denver, and Henry Tefft, A.M.I.
6. Harold Harmon, vice president, and Barnett Miller, vice president, both of Boston Sausage & Provision Co., Boston.
7. Frank W. Marlow, mechanical superintendent, Krey Packing Co., St. Louis, and J. S. Bartley, executive engineer, Rath Packing Co.
8. R. Starr Parker, purchasing agent, George Reser and Joseph H. Meyer, delivery superintendent, all of H. H. Meyer Packing Co.
9. B. J. Killian, superintendent, Field Packing Co., Inc., Owensboro, Ky., and J. Harold Peters, vice president, Peters Sausage Co.
10. Frank Linggi and George Worster, jr., partners, Pureta Sausage Co., Sacramento.
11. J. W. Coverdale, agricultural bureau director, Rath Packing Co., Waterloo; R. G. Baskett, British Embassy, Washington; A. P. Davies, American Meat Institute, and C. B. McClelland, assistant first vice president, John Morrell & Co.
12. L. B. Harvard, vice president and general manager, and H. Vann, general superintendent, Georgia Packing Co., Thomasville, Ga.
13. J. E. Schlicht, secretary, and C. C. Zehner, president, both of Zehner Packing Co., Bellevue, Ohio, and Morey Rosenthal, partner, Glendale Provision Co., Detroit.
14. M. J. Dunham, manager, Eastern branch division, and J. R. Hinsey, assistant controller, both of John Morrell & Co., Ottumwa.
15. R. H. Marks, vice president; Mrs. Marks, and H. K. Hirsch, secretary and sales manager, all of Enterprise Incorporated, Dallas.
16. Joseph Spang, president, Gillette Safety Razor Co., and R. H. Gifford, retired from Swift & Company, Chicago.





## All Around the U. S. A.

1. A. J. Egan, and P. S. Brubaker, both of Smith, Brubaker & Egan, Chicago.

2. W. H. Everds, Henschien, Everds & Crombie, Chicago; F. J. Clark, vice president, Tobin Packing Co., Inc., Fort Dodge division, and Joseph O. Neuhoft, secretary-treasurer, Neuhoft Bros. Packers, Inc., Dallas.

3. H. V. E. Hunter, vice president, Hunter Packing Co., E. St. Louis, and J. W. Christian, vice president, Cudahy Packing Co., Omaha.

4. A. E. Detjen, field agent, and Dr. J. R. Pickard, general manager, National Live Stock Loss Prevention Board, Chicago.

5. C. F. Pieper, president, Oswald & Hess Co., Pittsburgh; William Hoagland, general superintendent, Kuhner Packing Co., Muncie, and G. A. Hess, chairman, Oswald-Hess.

6. Elmer J. Koncel, personnel director, and Fred J. Copeland, accountant, both of Kray Packing Co., St. Louis, and Emerson D. Moran, sausage consultant, Madison.

7. John C. Pierce, meat grading service, USDA; Bill Coultas, American Meat Institute, and Fred J. Beard, chief, meat grading service.

8. W. H. Coffin, general superintendent, Rath Packing Co., Waterloo, and C. I. Sall, superintendent, John Morrell & Co., Ottumwa.

9. Bertram Tackeff, vice president, and Michael Tackeff, treasurer, New England Provision Co., Boston.

10. B. B. Balentine, president, and W. H. Balentine, jr., vice president, Balentine Packing Co., Greenville, S. C.

11. Al Wilson, manager casings division, Wilson & Co., and Morris Feinstein, secretary, The Brecht Corp., New York.

12. Mrs. Lexier and W. Lexier, general superintendent, Home Packing Co., Terre Haute.

13. Thomas E. Wilson, chairman of the board, and Edward Foss Wilson, president, Wilson & Co., Chicago.

14. C. A. May and R. H. Lubien, both of casing department, Wilson & Co., and H. C. Dormitzer, operating department of Wilson.

15. Ray S. Paul, vice president, Rath Packing Co., Waterloo, A. B. Maurer, president, Maurer-Neuer Corp., Kansas City, and J. L. Olsen, vice president, Geo. A. Hormel & Co.

16. William V. Farley, jr., general manager, Farley Sausage Co., and Mrs. Farley.





### Strolling In The Lobby

1. Albert Koegel, president, A. Koegel & Co., Flint, Mich., and J. E. Schmidt, superintendent, and W. Windmueller, superintendent, canned meats, both of P. Brennan Co.

2. S. A. McMurray and James G. Mercer, Merrill Lynch, Pierce, Fenner & Beane.

3. Warren G. Henry, sales manager, Manufacturers Cooperative Association, Chicago; Earl S. Fisher, Ken-Rad Lamp division, Westinghouse Electric Corp., Owensboro, Ky., and Arthur Pearson, American Meat Institute.

4. R. D. Arney, product manager, Geo. A. Hormel & Co., Austin; B. O. Dixon, meat buyer, A & P Tea Co., Chicago, and A. E. Larkin, manager, packing division, Geo. A. Hormel & Co., Austin.

5. A. P. Carpenter, general manager, and J. J. Fleming, sausage foreman, both of C. A. Durr Packing Co., Inc., Utica, N. Y., and G. G. Mihill, vice president, Luer Bros. Packing & Ice Co., Alton, Ill.

6. Albert F. Goetze, jr., superintendent, Albert F. Goetze, Inc., Baltimore, Md.; Preston D. Stowell, engineer, Klarer Provision Co., Louisville, Ky., and L. E. Burnham, vice president of Albert F. Goetze, Inc.

7. William Dinno and T. J. Enright, secretary-treasurer, both of Wm. Davies Co., Inc., Chicago, and V. J. Sheridan, Traver Corp.

8. B. J. Libert, John Morrell & Co., Topeka, and H. T. Quinn, Morrell, Sioux Falls.

9. R. C. Kamm, traffic manager, St. Louis National Stock Yards Co., and G. R. Garner, sales manager, East Tennessee Packing Co. Knoxville.

10. C. M. Cannoles and Vernon Schwaegerle, American Meat Institute, Chicago.

11. Frank Bort, manager, and Myron Bort, superintendent, Bort Packing Co., Columbiana, Ohio.

12. T. G. Leiss, sales manager, Tobin Packing Co., Albany, and George L. Cross, assistant superintendent of Tobin.

13. Morris Mandelbaum, president, Martin Packing Co., Newark, N. J., and Robert Blumberg, president, Can-Meat Corp., New York.

14. L. E. Griffin, P. G. Gray Co., Boston, and R. C. Theurer, president, Theurer Norton Provision Co., Cleveland.

15. Harold Meadows, assistant treasurer, and Charles Lamble, sales manager, Weil Packing Co., Evansville, Ind.



### Maine to California

1. J. W. Peasley, engineer, Reliable Packing Co., Chicago, Ill.; Dick Roznek, manager, Thompson Farms Milling Co., division, Reliable Packing Co., and John E. Thompson, president, Reliable Packing Co.
2. W. C. Seelinger, vice president, Peet Packing Co., Bay City, Mich., and L. Uehlein, production manager, Peet Packing Co., Chesaning, Mich.
3. A. J. McCullough, domestic sausage division, Chicago; J. Munro, casing department, Chicago, and L. C. Sauter, casing department, Albert Lea, all of Wilson & Co.
4. Eddie Mendenhall, assistant sales manager, Kuhner Packing Co., Muncie; Orville Angel, Food Liners Co., Muncie, and E. E. Fredrich, beef sales, Kuhner Packing Co., Muncie.
5. Mrs. Abdoo; M. B. Abdoo, meat merchandiser, Piggly-Wiggly, Madison, Wis., and Fred Ohse, Ohse Meat Products Co., Topeka.
6. A. W. Gilliam, Washington representative, American Meat Institute; P. E. Williams, rancher, Davenport, Fla., and Russell Schneider, executive secretary, Advisory Council on Federal Reports, Washington.
7. John Morrell & Co. representatives: C. C. Conradi, sausage sales manager, Sioux Falls; R. D. Nelson, sausage sales manager, Ottumwa, and L. O. Cain, sausage sales manager, Topeka.
8. Roy F. Melchior, vice president, Agar Packing & Provision Corp., Chicago; Maurice Mades, president, M. M. Mades Co., Somerville, Mass., and Norman Appleyard, Jr., P. G. Gray Co., Boston.
9. Joe Murphy, J. T. Murphy Co., Chicago, and W. F. Schludenberg, president, Wm. Schludenberg-T. J. Kurdle Co., Baltimore.
10. Alfred Hark and Sidney Hark, Hark Beef Co., Boston.
11. Noel Megahay and J. J. Swick, partners, Copeland Sausage Co., Alachua, Fla.
12. John Kray Stephens, vice president, Kray Packing Co., St. Louis, and Theodore Broecker, chairman of the board, Louisville Provision Co., Louisville.
13. George L. Jorgenson, superintendent, and Charles R. Sparks, assistant sales manager, both of the Louisville Provision Co., Louisville.
14. Mrs. Sparks and H. L. Sparks, H. L. Sparks & Co., E. St. Louis.
15. Mrs. Bauer and Adolph Bauer, superintendent, Parrot Packing Co., Fort Wayne, Ind.
16. R. E. Sthen, vice president, John Kern & Son, Portland, Me., and Harry Smith, president, Selma Dressed Beef Co., Long Beach.





## Packers and Their Friends

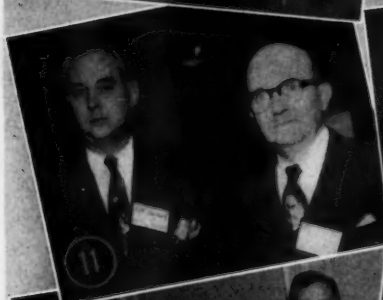
1. Hugh J. Brom, general superintendent, Peoria; James L. Simmons, general manager, Coffeyville, Kans., and Roland D. Ross, vice president, Peoria, Stahl-Meyer, Inc.; A. Alic and C. E. Powell, Armour and Company.
2. Louis Zeleznik, North River Meat Co., New York; Joseph Miller, president, Miami Provision Co., Miami, Fla.; J. D. Pepper, vice president, Pepper Packing Co., Denver; Ben and Joseph Zeleznik, North River Meat Co.
3. F. W. Gage, provision department, St. Louis Independent Packing Co., St. Louis, Mo.; John Krauss, president, John Krauss, Inc., Jamaica, N. Y.; J. G. Deutsch, vice president, John Krauss, Inc.; Wilfred C. Cooper, Frederick B. Cooper Co., New York; George H. Dunlap, sr., retired, Armour, and H. E. Madson, manager, St. Louis Independent Pkg. Co.
4. D. H. Griffin, assistant treasurer, Hunter Packing Co., St. Louis; Chester G. Newcomb, jr., superintendent, Cleveland Provision Co., Cleveland, and L. E. Anderson, plant superintendent, The Schmidt Provision Co., Toledo.
5. James R. Hanna, and A. E. Vollick, both of Caldwell Sausage Co., Toronto, Canada.
6. Kurt Leopold, president, Kurt Leopold Co., Hartford, Conn.; V. A. Gibbs, assistant manager, Tobin Packing Co., Estherville, Ia.; Jack Safer, president, Safer Beef Co., New York; K. F. Voigt, manager of Tobin at Estherville, and George Prentzel, Prentzel & Arne.
7. R. J. Horstmeier, Oklahoma City; W. M. Weed, purchasing agent, QM Market Center System; C. B. Rogers, Oscar Mayer.
8. D. J. Holman, Holman-Austin Co., brokers, Fort Worth; Gene Marchetti, sales manager, Oscar Mayer & Co., Chicago; Leo Bird and Ray Winstead, Oscar Mayer, and T. K. Carnay, John E. Staren Co.
9. George Lewis, vice president, American Meat Institute; Mrs. Christopher J. Abbott, Hyannis, Neb.; George W. Cook, president, Emmart Packing Co., Louisville; Mrs. H. R. Davison, and Earl M. Gibbs, vice president, Earl C. Gibbs, Inc., Cleveland.
10. James R. Whitaker, Richard Eyrych, and Dwight Clark, Virginia Pkg. Co., Virginia, Ill.
11. Mrs. Buchmann; J. Buchmann, partner, Buchmann & Nitsche, Milwaukee; A. W. Haering, secretary-treasurer, and W. J. Haering, vice president, Haering Provision Co.



## Up-Down the Meat Trail

1. Mrs. Charles Siegel; Charles Siegel, president, Richmond Meat & Provision Co., Richmond, Va.; Mrs. Siegel, and Bernard N. Siegel, vice president, Food Fair, Washington.
2. Roy B. Ormond, farm service director, Oscar Mayer & Co., Madison, Wis.; W. A. Craft, regional service breeding laboratory, Ames, Ia.; John D. Torke, assistant farm service director, Oscar Mayer & Co., Madison, and Lowell W. Smith, Western Buyers.
3. C. T. Holbrook, manager, and R. C. Mollott, superintendent, both of Reelfoot Packing Co., Union City, Tenn.; H. M. Boyd, secretary-treasurer, Ozark Co., Joplin, Mo., and Howard H. Boyd, manager, Pipkin-Boyd-Neal Packing Co., Cape Girardeau, Mo.
4. E. L. Elbersen, secretary-treasurer; Wallace Iott, assistant sales manager; Gus Wiehe, sausage superintendent, and A. J. Sorg, sales manager, Eckert Packing Co., Defiance, Ohio.
5. A. I. Munns, president, Mrs. Munns; Donald L. Yohe, airplane pilot, and J. B. Hensley, superintendent, Munns Bros., Inc., Lexington.
6. Lewis Peggs, manager, livestock division, Kingan & Co., Indianapolis; R. G. Plager, manager, agricultural service department, and Jack J. Mitchell, manager, hog buying, both of John Morrell & Co., Ottumwa.
7. Chris Finkbeiner, president; Mrs. J. W. Schwartz; Mrs. C. Finkbeiner, and J. W. Schwartz, 75-year veteran, Little Rock Pkg. Co.
8. L. W. Smith, president; Carl Hirsch, sausage superintendent, and Arnold Stafford, superintendent, Smith Pkg. Co., Harrisburg.
9. E. T. Webster, Canadian manager, Transparent Package Co., Chicago, Ill.; H. James Donohue, vice president; A. Pundius, sausage foreman, and N. Cupick, superintendent, all of F. W. Fearman Co., Hamilton, Canada.
10. C. O. Hinsdale, general manager, and W. C. Cunningham, assistant secretary, both of Balentine Packing Co., Greenville, S. C., and Paul A. Tarnow, executive vice president, Herman Sausage Co., Tampa, Fla.
11. Eldon E. Retzer, research and technical division; A. J. Steffen, sanitary engineer, and J. A. Kielp, research, Wilson & Co.
12. A. D. Griffith, president; J. O. Hoffman, manager; Dr. M. T. Ruple, director, and V. C. McGee, director, Southland Provision Co.

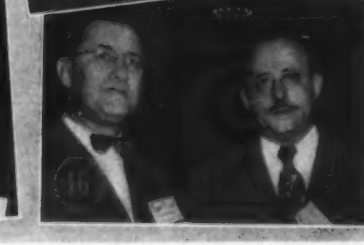
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## Families and Friends

1. Albert Zosky, secretary, Eastern Beef Provision Co., Peoria, Ill.; H. H. Matthews, Geo. A. Hormel & Co.; Fred Vicio, office manager, and T. H. Zosky, president, both of Eastern Beef, and C. A. Nockleby, vice president of Hormel.
2. Leona Wehrheim, QM Food & Container Institute, Chicago, and R. E. Schlegel, sales manager, Branick Co., Fargo, N. D.
3. Frank Wurger; Bill Miller (baby); Mrs. A. G. Miller; A. G. Miller, secretary; Arthur Miller (boy), all of Pinkney Packing Co., Amarillo, and James H. Addison, H. J. Mayer & Sons Co.
4. Alex J. McCrea, president, Ohio Provision Co., Cleveland; A. E. Weil, Premier Casing Co.; J. Birney McCrea, jr., general manager, and Gilbert Myers, sausage superintendent, both of Ohio Provision Co.
5. Charles R. Peterson, canning superintendent, Agar Packing & Provision Corp., Chicago, and John E. Dunasik, production superintendent, Elliott Packing Co., Duluth.
6. David Weissman, Drying Systems, Inc., Chicago; D. M. Black, purchasing agent; Paul Borders, chief engineer, and Ed Kilby, methods engineer, all of Kingan & Co.
7. Clarence M. Foss, E. A. Ross, R. M. Boltz, Harold M. Mayer, vice president, and W. T. Murray, all of Oscar Mayer & Co.
8. Carl T. Fischer, president, and Albert Young, superintendent, Henry Fischer Packing Co., Louisville.
9. J. W. Rickord, manager production control, and Frank Batek, manager casing sales, Armour and Company.
10. William Lavin, secretary, and Arthur Lavin, treasurer, Sugardale Provision Co., Canton.
11. D. K. Sanders, pork division vice president, and J. R. English, directing all plant operations, Cudahy Packing Co.
12. Mrs. A. G. Ackermann; A. G. Ackermann, president; A. G. Ackermann, jr., and his wife, A. A. Meat Co., St. Louis.
13. Ed Reilly, Miller & Hart, Chicago; Mrs. Reilly; Mrs. Tello, and E. J. Tello, meat buyer, The Kroger Co.
14. J. Seeley, vice president, and R. J. Gunderson, president, Roberts & Oake, Chicago.





## A Page of V. I. P.

1. Fred E. Unger, chairman of the board, Greater Cincinnati Retail Meat Dealers Association; A. P. Buchsbaum, vice president, E. Kahn's Sons Co., and Charles Bauer, national president, National Association of Retail Meat and Food Dealers, all of Cincinnati.
2. Charles E. Herrick, past president of AML; Pendleton Dudley, eastern AML director.
3. W. M. Elder, manager canned food and sausage division, Armour and Company, Chicago; August Kessler, rail stock merchandise, Kroger Co., Cincinnati, and W. S. Shafer, vice president of Armour.
4. Carl G. Mayer, vice president; W. W. McCallum, vice president and treasurer, and G. O. Mayer, vice president, merchandising, all of Oscar Mayer & Co.
5. Jack Lee, general manager, Prime Packing Co., Milwaukee, Wis., and Lorne Reynolds, partner, R. A. Chisholm, Toronto, Canada.
6. K. Bercowetz, president, and Irving Bercowetz, treasurer, both of Connecticut Packing Co., Bloomfield, Conn.
7. John Holmes, president, and P. M. Jarvis, executive vice president, Swift & Company.
8. L. O. Green, assistant to president, Wilson & Co., Inc., Chicago, and Farley Manning, account executive, Dudley, Anderson & Yutzky.
9. P. Goff Beach, Jr., operating manager, Madison, Wis., and Harold Mayer, vice president, Chicago, both of Oscar Mayer & Co.
10. Mrs. Elliott and Edward O. Elliott, C. K. Elliott Co., livestock buyers, Mount Victory.
11. G. A. McDonald, director, public relations, and R. C. Pollock, general manager, both of National Live Stock & Meat Board.
12. H. R. Smith, general manager, recently retired, National Live Stock Loss Prevention Board, and Mrs. Smith.
13. Wells E. Hunt, president, John J. Felin & Co., Inc., Philadelphia, and Al Davies, AML.
14. A. C. Bolz, vice president, Oscar Mayer & Co.; A. D. Donnell, vice president and secretary, Rath Packing Co., and H. J. Williams, vice president, Wilson & Co., Inc.
15. Henry C. Kuhner, chairman of the board, and John Hartmeyer, executive vice president, both of Kuhner Packing Co., Muncie.
16. Sam Fried, Dukeland Pkg. Co., Baltimore, and Jack Spevak, J. Spevak & Co., Baltimore.



### Caught by the Camera

1. K. E. Miller, manager, commercial research department, Armour and Company, and E. S. Manning, secretary-treasurer, Council of Canadian Meat Packers, Toronto.
2. Col. E. N. Wentworth, manager, livestock bureau, Armour and Company.
3. Roy Stone, American Meat Institute; T. Henry Foster, chairman of the board, John Morrell & Co., Ottumwa, and Norman Draper, American Meat Institute.
4. E. E. Fanestil, president, Fanestil Packing Co., Inc., Emporia, Kans., and Jack L. Schaffner, secretary, Schaffner Bros. Co., Erie, Pa.
5. M. J. Brennan, superintendent, Columbia Warehouse Co., Chicago, and Ed Nolan, editor, DAILY MARKET SERVICE.
6. Martin Hilby, economist, Longstreet-Abbott & Co., St. Louis; Russell Ives, American Meat Institute, and Harry E. Reed, chief, livestock branch, Production and Marketing Administration, USDA.
7. W. D. Farr, Farr Co., Greeley, Colo., and Joe G. Montague, general counsel, Texas and Southwestern Cattle Raisers, Fort Worth.
8. Andrew G. Wollmershauser, 50-year man in meat inspection, and George F. Lauth, vice president, Heil Packing Co., St. Louis.
9. J. M. Foster, executive vice president, John Morrell & Co., Ottumwa, and G. L. Childress, executive vice president and general manager, Roegelien Provision Co., San Antonio.
10. Derrill Stevenson, assistant head of the hotel sales, and L. R. Year, head, hotel sales, both of Swift & Company.
11. J. W. Breathed, vice president, and F. W. Hoffman, president, The Cudahy Pkg. Co.
12. G. B. Thorne, vice president, Wilson & Co., and Oscar G. Mayer, president, Oscar Mayer & Co., Chicago.
13. John Madigan, vice president, Oscar Mayer & Co., Madison, and Craig M. Smith, economist, Longstreet-Abbott & Co.
14. Jim Hills, American Meat Institute, and A. Z. Baker, president, American Stock Yards Association, Cleveland.
15. Peter Miescher, manager, sales and advertising, Baill S. A. Basel, meat packers, Switzerland, and John C. Milton, A.M.I.
16. H. M. Mulberry, manager, provision department, Swift & Company, and Norman Lee, Frederick B. Cooper Co., brokers.

## Keep the Wheels Rolling

1. J. W. Glenn Smith, meat merchandiser, Henke & Pillot, Houston; H. P. Dugdale, president, Dugdale Packing Co., St. Joseph, and J. R. Richards, Loblaws, Buffalo.

2. Ira Loewenstein, president, Superior Packing Co., and Frank N. Davis, of NP.

3. N. L. Hofmann, vice president, and A. C. Hofmann, president, both of The Hofmann Packing Co., Syracuse, N. Y.

4. L. D. Flavell, vice president and treasurer, Du Quoin Packing Co., Du Quoin, Ill.; Harley D. Peet, president, G. M. Peet Packing Co., Chesaning, Mich., and William H. Hill, general manager, Detroit Packing Co.

5. G. L. Friley, secretary, Munns Bros., Inc., Lexington, Ky., and Mrs. Friley.

6. Howard H. Rath, vice president and treasurer, Rath Packing Co., Waterloo; Sam Cooper, president, C & R Provision Co., Hazleton, Pa., and D. A. Kilpatrick of Rath.

7. Charles J. Renard, Kennett-Murray & Co., Indianapolis, and Ike Hoagland, Market Institute, Indianapolis.

8. Jack Vibbert and Harry Vibbert, Vibbert & Sons, Detroit.

9. William Rabinowitz, vice president, Girard Packing Co., Philadelphia, and Joe Sokolik, secretary, Royal Packing Co., St. Louis.

10. PeeWee Hughes, southeastern representative, Wm. J. Stange Co., and M. J. Sheffield, general manager and treasurer, Shen-Valley Meat Packers, Timberville, Va.

11. B. S. Stearn, president, City Packing Co., Boston, and Mrs. Rose Stearn, treasurer, New England Beef Co., Boston.

12. L. E. Winnett, assistant sales manager, Sioux Falls, and O. F. Matthews, manager, beef division, Ottumwa, John Morrell & Co.

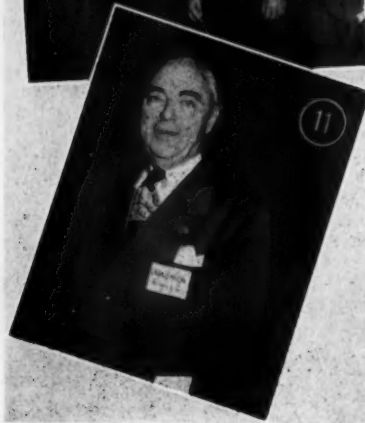
13. Walter Fitzgibbon, director, meat merchandising, Kroger Co., Cincinnati, and O. E. Jones, vice president, Swift & Company.

14. Sam W. Raphael, general superintendent, Cudahy Bros. Co., and Gregory Pietraszek, technical editor of the Provisioner.

15. A. D. White, American Meat Institute, and George A. Schmidt, chairman of the board, Stahl-Meyer, Inc., New York.

16. J. W. Rath, chairman of the board, Rath Packing Co., Waterloo, and E. S. Waterbury, retired Armour veteran.





### Among Those Present

1. M. Thomas, Lever Bros. Co.; Miss E. Olson, Packing House By-Products Co., Chicago; J. Baucher, Nick Baucher & Sons Co.; E. Kohn, Edward Kohn Co., and Nick Baucher, sr., Nick Baucher & Sons.
2. F. J. Rubinate, chief, subsistence packing, and A. V. Grundy, chief, container laboratories, Quartermaster Food & Container Institute, Chicago.
3. Joseph D. Thoma, rail stock, Oscar Mayer & Co., Madison; H. M. Murray, provision manager, Canada Packers Ltd., Toronto; Robert Fletcher, assistant provision manager, and John Madigan, vice president, Oscar Mayer.
4. Chester A. Olsen, Materials Transportation Co., Chicago; Tom Evans, R. F. Norris & Associates, Chicago; William A. Rose, president, Rose Packing Co., Chicago, and Roy F. Norris.
5. E. G. Pfaffhausen, president, Industrial Air Conditioning Systems, Inc., Chicago.
6. Fred Weinkauff, president, Fred Weinkauff, Inc., New York, Mrs. Weinkauff; Fritz J. Groeneveld, president, Groeneveld Co., New York, and Mrs. Groeneveld.
7. Carolyn Chesrow and Jean Ryan, THE NATIONAL PROVISIONER, at the service desk.
8. Roy Monson and Bob Scherr, R. H. Monson Co., Chicago.
9. W. P. Hubbert, meat buyer, First National Stores, Boston; W. P. Hubbert, jr., and Tom Kigin, both of Notre Dame, South Bend, and Jack Saunders, president, Handschumacher & Co., Boston.
10. Joyce Brouillette and Winifred Walden, AML.
11. Don Smith, advertising manager, Wilson & Co.
12. Guests at the Ben F. Schwartz & Co., Chicago, cocktail party.



# Section Meetings

## Engineering and Construction

RANSOM	136
HEINZELMAN	139
HILL	141
BLACK	143

## Sales and Advertising

DIPMAN	145
SPANG	147
BILLS	150

## Live Stock

KRIDER	151
HALLER	153
THOMPSON	155
MADIGAN	159
BEARD	161

## Prepackaging

WINANS	163
RAMSBOTTOM	166
GARNATZ	166
OAKLEY	168
J. W. SMITH	169
BREWER	170

## Accounting

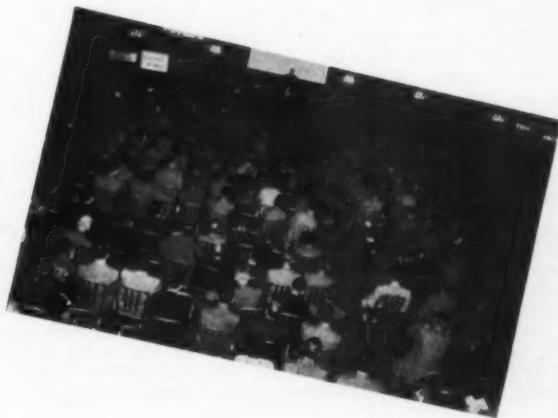
GREER	173
REDMAN	174
COHN	177
BAKER	178
SELLS	179
BEAMAN	180
D. SMITH	180

## Scientific and Operating

COVERDALE	181
O'FLAHERTY	183
COFFMAN	190
VIBRANS	195

## Sausage

EGGERT	201
BRIGGS	224
LAVIDGE	224
O'NEILL	233





RANSOM



HEINZELMAN



SIGMAN

## ENGINEERING AND CONSTRUCTION



K. V. HILL



JAMES BLACK

**T**HE engineering and construction section convened at 10:10 a.m. Friday, September 29 in the Red Lacquer room. Sam S. Sigman, secretary and general manager, K & B Packing & Provision Co., presided.

**CHAIRMAN S. S. SIGMAN:** Ralph W. Ransom, who will speak this morning on "Insulating Materials and Their Application," entered the engineering department of John Morrell & Co. after graduation from the University of Minnesota as a mechanical engineer. Currently he is manager of technical operations for all the John Morrell plants. He is a member of the committee of the American Meat Institute which is working cooperatively with the American Society of Refrigerating Engineers in the preparation of refrigeration application data for the meat packing industry. He has been developing application data on insulating materials as his contribution to this committee's work and is, therefore, particularly well qualified to talk upon this subject. Mr. Ransom's address follows.

**R. W. RANSOM:** I know of no insulation material perfected that we can wrap around ourselves as protection against the requests we get to appear on programs similar to this. If there is such a material with the proper "K" factor, or if such insulation is available, I do not know of it or the proper method of application. The

very fact that I am appearing here is proof of the point.

Perhaps the damage done by that failure is not as serious as the damage done by failure of insulation jobs on buildings. These last are usually more costly than the original insulation job. There is also a great possibility that some damage to products will occur with a resultant interference in operations which adds an intangible cost.

More and more knowledge of methods of applying insulating materials is being accumulated every year and this information is being passed on by the manufacturers, the designers and the users of various materials. I hope I can add a few ideas to the knowledge you already have.

We often talk about trying out a new idea for insulation application to structures. I do not think any of us would put in a job that we would expect to have fail during our lifetime. We have all learned by the knowledge of failures that have occurred in older jobs and make every effort in any work we are now doing to overcome those faults. A great advantage we have is in the new materials that are showing on the market every year making obsolete the old materials or old methods.

To a certain extent we must work in the realm of theory in designing building insulation jobs, particularly from the standpoint of the applica-

tion of the materials. Most building insulation jobs are done for the purpose of maintaining interior building temperatures at a low level, and the thickness of the insulation is based on the economy. For the most part, recommendations are definite regarding the thickness to be used so it is not necessary in each job to calculate the cost of refrigeration and balance it against an added inch of insulation, etc.

Another very important factor determining insulation thickness is the possibility of condensation on the warm side of an insulated wall or floor. The insulation normally recommended is sufficient to prevent condensation on the exterior wall of a building. Interior troubles, however, occur more frequently. The possible temperature and relative humidity on the warm side of the wall must be a considered basis for the design of the insulation, for usually a wet wall or moisture running down onto the floor from condensation is undesirable.

Greater trouble occurs when condensation develops on ceilings or floors. When condensation causes dripping, the condition is not tolerable in a packing plant. If the colder room happens to be below the warmer room, condensation can occur on the floor. This may not be too serious except that it creates a slippery condition and, of course, is most unsatisfactory if the room is otherwise dry.

No set rule can be given for correction of this condensation trouble. Greater insulation thickness will help; however, the cost may be rather high, particularly if correction means adding to the present insulation job. However, adding insulation is about the only way to correct the wet floor condition. Fans will help a wet ceiling condition, mainly by equalizing the temperature and humidity throughout the room and thus tending toward a lower humidity at the ceiling level.

Basically, an insulated building has



The first element is really the building itself and is not up for discussion this morning.

The vapor barrier is an absolute necessity to prevent condensation within the insulating material which would lower its effectiveness and equally or, possibly more important, cause failure of the insulation either by disintegration or by falling off. The need for the barrier was recognized at the time buildings were insulated by laminations of 1-in. D & M with air spaces between layers. We have all probably seen jobs of this kind consisting of a structural wall painted with hot asphalt and furred with narrow 1-in. strips of wood against which a layer of high gloss building paper was placed and over which 1x6-in. D & M was nailed.

Numerous methods of providing the vapor barrier on walls have been used. Much trouble was had with installations where the structural wall surface, which was made smooth by plastering, was sprayed with a primer of cold asphaltic material. A coarse grit was thrown into the wall primer to form an anchor for the cork board which was placed up in either hot asphalt or mortar. Where interior temperatures did not vary too much, this method worked quite well but in rooms such as those used for hog chilling, serious failures have frequently occurred.

## New Cork-Placing Materials

Better materials have been developed which are employed extensively now. They not only overcome a great deal of the objections to hot asphalt, but also are in themselves a very good vapor barrier. I refer to cold asphaltic compounds and to more recently developed plastics which can be buttered on the slab of cork and pressed firmly against the structural wall or the already placed insulation. These form a positive vapor barrier of ma-

Horizontal insulation laid between the structural slab and a wearing surface should not only be provided with the vapor barrier on the one side, but must have a waterproof membrane on top to prevent leakage through the floor from soaking the insulation.

**SELF SUPPORTING:**

Cork board.  
Foam glass.  
Bonded hog hair.  
Balsa wood.  
Numerous plastic cellular materials.  
Strawboard.

**FILL TYPE:**

Free Flowing.  
Sawdust.  
Expanded mica.

**BAT OR BLANKET TYPE:**

Fiber glass.  
Mineral wool.  
Expanded or foamed liquid.  
Vegetable fiber.

**STRUCTURAL TYPE:**

Haydite.  
Perlite.  
Z-Crete.

**REFLECTIVE TYPE:**

There are, no doubt, others that could be listed under each type and more are being developed right along.

The most common type of insulation used in building is the first listed, the self-supporting. And, probably the most commonly used is cork board. The others are considered on each individual job on the basis of cost and characteristics. For instance, some have a greater load bearing capacity than cork and are valuable for horizontal insulation work such as under the waterproofing membrane of roofs.

### Insulation Under Floor Slab

I would like to call attention to one method of installing and securing insulation of this type to the under side of a floor slab. On new construction, the form work is built of 4x4 structural members on 4-ft. centers over which is placed  $\frac{5}{8}$ - or  $\frac{3}{4}$ -in. plywood. The plywood is of a high grade and particularly moisture resistant to prevent it from separating if it is later subjected to high humidity or wetness.

The first layer of cork is placed directly on this plywood and the second layer laid in the usual manner using wood skewers to tie the two layers together. A galvanized wire hairpin with flaring ends is then pushed into the top layer of cork as an extra precaution for securing it. Bolts (%-in.) are run through the

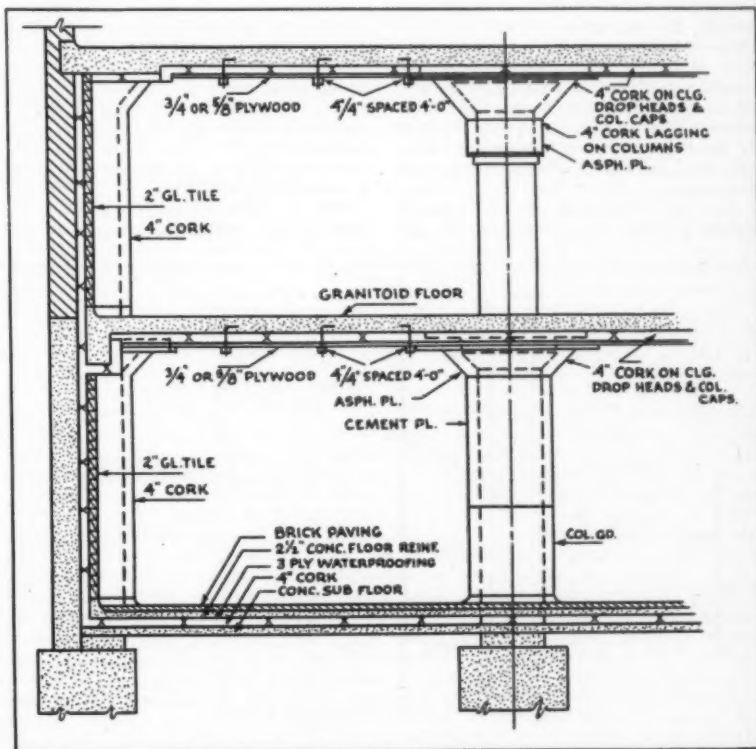


FIGURE 1: COOLER CONSTRUCTION SHOWING PLYWOOD FORMS LEFT IN PLACE.

cork, the plywood, and the 4x4's with the heads of the bolts extending above the cork so they will be imbedded in the concrete slab. It is preferable that these be galvanized bolts.

The plywood and 4x4's are left in place as a permanent ceiling finish and as a positive support for the insulation. Leaks could occur that would wet the cork. However, the joints between the plywood and the bolt holes will provide drainage so that no pool of water will be held. Of course, any continued leak would have to be stopped by working on the floor finish above merely from the sanitation standpoint if nothing else.

We are told that the "K" factor of cork is only raised approximately 30 per cent when wet. Therefore, the greater part of the insulation value is retained. In addition, there is a ceiling that can be nicely finished by oiling or painting if desired and, the bolts furnish fine support for pipe lines, equipment, etc.

### "Weepholes" for Moisture

Recently some ceiling insulation work has been done in a somewhat similar manner using metal pans for the cork support which results in a metal ceiling finish.

I believe it is pretty well known that foam glass cannot be erected using mortar. The co-efficient of expansion of the two is so definitely different that there will be a shearing action.

Fill-type insulations have been used for years, but they have changed materially in character. While we formerly used granulated cork and sawdust shavings and similar materials which are of a free flowing type, any fill insulation used these days is usually of a fibrous nature, either in bats or in bulk such as fiber glass, mineral wool, redwood bark, and other such materials.

An interesting use of this type of insulation has been practiced in one

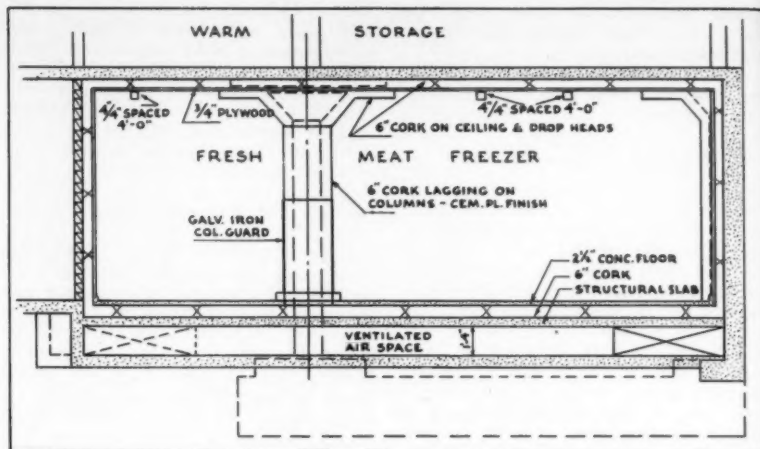


FIGURE 3: TYPICAL FREEZER CONSTRUCTION AT OR BELOW GRADE.

plant for a number of years with every indication that it is proving satisfactory. The insulation involves a structural wall that is provided with a moisture barrier, normally an asphaltic compound. An inner wall, usually of glazed tile, is provided, leaving proper space for the fill insulation. This gives a fine finish to the interior of the building for good sanitation or appearance. The insulation is packed into the space as the inner tile wall is constructed.

A novel method of handling moisture that might find its way into the insulation is to provide weepholes just above the curb at each floor level, with a wood deck inclined from the wall to the curb and covered with a waterproof membrane. It is reported that evidence of moisture coming from the weepholes indicates the value of this drainage system. The wood deck also prevents settling of the insulation in a multi-story building.

The use of a reflective type insulation has not spread into structural de-

sign but has shown promise in the equipment line and may find a place in building work as materials and design change and improve.

What we have termed "structural" type insulation does not find too great an application in packinghouse construction. The structural types can be used in the form of concrete blocks or poured concrete in which a part of the aggregate is the inert material which has insulating value.

These materially reduce the concrete strength, of course, but can fit in where there is a special condition making it desirable and where there is room to provide sufficient thickness to give the proper insulating value. I cannot cite any specific instances of its use, but can believe that it might possibly be the right thing to do in a few cases.

To provide the floor insulation for ground level or basement freezers always presents quite a problem. Trouble will develop if the slab and insulation are placed directly on the earth because even the small amount of heat transmitted will eventually bring the bottom side to a point below freezing and often cause buckling of the floor. To eliminate any chance of this occurring, it is possible to provide an air space with vents which will be sufficient to prevent freezing.

To do this a slab is placed on the ground, then the air space provided of perhaps one foot or better in height with supporting walls forming a sort of labyrinth to direct the air circulation to all parts of the area. The structural floor slab is placed on top of the walls and the usual method of installing the insulation and wearing surface employed. The cost of this construction is rather high but it is very effective in preventing trouble.

It has been pretty much the standard practice to provide the same thickness of insulation in doors of refrigerated rooms that is used in the walls. This is the proper practice for rooms with temperatures below freezing.

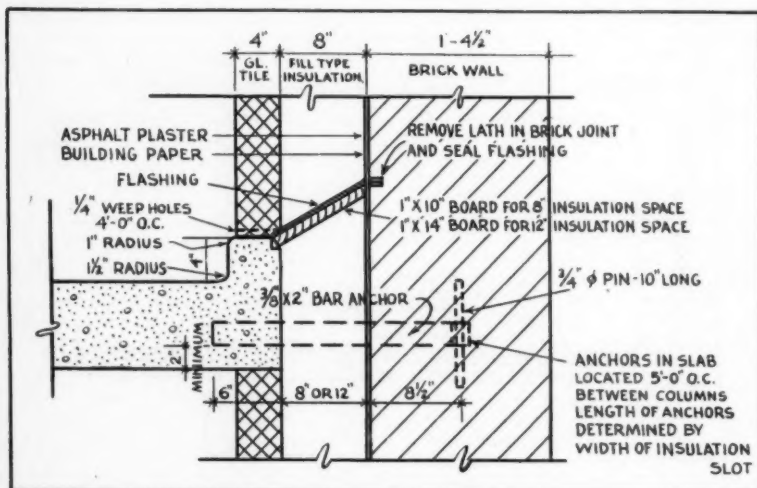


FIGURE 2: TYPICAL CONSTRUCTION USING FILL TYPE INSULATION.

However, we find it is quite advantageous to build doors for rooms of 35 degrees and over, using only 2 inches of insulation. This provides a much lighter weight door and one that is effective in its most important function; that is, to prevent air circulation. Because of its light weight, it can be opened and closed more quickly and save more refrigeration in this way.

Where pedestrian traffic is heavy, a material saving can be obtained by providing a 30-in. wide door right beside the large trucking door. Employees will use the small door because of the ease in opening and closing it and a great deal of infiltration is eliminated. This arrangement is well worth while where pedestrian traffic

is heavy and I am sure practically any meat packing plant has several such locations.

**CHAIRMAN SIGMAN:** John A. Heinzelman will discuss the "Selection and Maintenance of Evaporators for Packinghouse Refrigeration." He is well known to all of us as president of the Buildice Company. This company was formed about eight years ago, and since its formation has supplied various types of refrigeration equipment to many of the Institute's members. Earlier Mr. Heinzelman worked with his father at the Vilter Manufacturing Company. His whole life has been devoted to the refrigerating industry. He is a member of the American Society of Refrigerating Engineers and is a registered professional engineer.

## Evaporators for Every Need

HEINZELMAN

**T**HE application or choice of evaporators in the packinghouse is an extremely important factor in efficiency not only of the refrigeration system, but also the quality of your ultimate product. Efficiency of your refrigeration system means, first, cooling the product to the desired temperature in the fastest possible time with refrigeration produced at the cheapest possible rate, and second, the type and design of the evaporator or low side you select will have a great deal to do with the cost of producing refrigeration.

Let us take for granted that you have an efficient and well designed compressor room. First, let us talk about the floor mounted brine spray type air unit. This unit is extremely popular in the industry and rightfully so. Properly designed and applied, it can produce the desired results for an efficient packinghouse operation. These units have been used in hot beef and hot hog coolers, as well as finished beef and hog coolers and many other applications, such as freezers, medium temperature holding rooms, etc.

The floor mounted brine spray type unit is one of the most useful evaporators in the packing industry. Some of the advantages of this unit are as follows:

1. By keeping brine at the proper density the coil is clean at all times.
2. By keeping the coils clean at all times it is possible to increase the temperature difference between the evaporating temperature and the room temperature and by doing this the capacity of the unit increases tremendously. This means that the capacity of the unit is limited only by the capacity behind it.
3. Possibility of absorbing excess fog and moisture.
4. Possibility of obtaining high humidity by varying suction pressure and brine density.
5. The possibility of varying air vol-

ume through the unit as well as varying air distribution throughout the room.

Some things to keep in mind in the selection and operation of brine spray units are the type and gauge of materials used and protective coatings on same. Care and thought should be given to the application of brine spray units, remembering that air distribution is important—that is, controlling the velocity of the air over the product proper. In addition to this, the unit should be designed with sufficient surface to achieve the temperatures and maximum capacity required at the highest possible suction pressure in order to produce refrigeration at the most reasonable rate.

### Problems With Brine Spray

It is not always true that the cheapest unit you can buy will do the best job in the long run. Some of the problems you are faced with in the operation of brine spray units are:

1. Maintenance of moving parts.
2. Keeping brine spray nozzles clean at all times.
3. The problem of deterioration of the unit proper due to acidity conditions in the corrosive brines.

With proper maintenance and care, which I will touch on later, these problems can be controlled.

The question of brine reconcentration is also an important factor and costly, both from a labor standpoint and from the salt consumption or waste standpoint. Thought should be given to a proper method of reconcentrating or saving as much of this brine during the concentrating period as possible. This may be done through use of a central brine reconcentrating or makeup system and there are several types of concentrators available for this.

In addition to considering the brine spray unit alone, consideration should

be given to the type of control applied to these units. For instance, at the start of your cooling period on hot hogs or hot beef, you require a large volume of air circulation, as well as the largest possible refrigeration tonnage that your units will produce. However, as the cooling load drops off, some means of cutting down the capacity of the units, as well as the air movement, is important. This can be done with various types of automatic controls, one being the compensating back pressure valve which permits the suction pressure to rise automatically as the room temperature begins to drop. When and how the room temperature reaches a pre-determined point, this control can be arranged so that the blowers will automatically be reduced in speed, thereby cutting down air volume. This type of control tends to maintain shrink at the lowest possible point, and remember, shrink represents dollars. There is no way that the meat packer can make money easier than to cut down the shrink on products.

### Extended Fin or Prime?

There has been considerable discussion on the possible use of extended fin surface and prime surface in brine spray type units. It is generally accepted that due to length of life, the prime surface type unit is generally used for this job and, under present day conditions, it is possible to purchase dollar-wise the equivalent capacity surface in prime surface as in extended fin surface. Due to the possibility of corrosion of the fins proper, the prime surface has been most generally accepted.

The dry type floor mounted unit has its definite applications in the packinghouse field and is used quite extensively in prime surface and extended fin types. This kind of unit is used successfully in the higher temperature rooms ranging from 45 degs. on up where accurate humidity control is not an essential point.

The defrosting of units of this type can be accomplished by automatic or hand control water defrost or brine defrost, or by means of periodic shut-down of the refrigeration in the coil proper, using air as a defrosting medium.

The extended fin type surface has been used extensively in blast freezers, using either brine or water as a means of defrosting. These units operating under these conditions have the advantage of large capacities in a small amount of space which is very important in blast freezer operation.

Here, again, in the selection of dry type units it is important to keep in mind the development of your refrigeration at the highest possible suction pressure. This means careful thought in selecting the proper amount of cooling surface to be utilized in these units.

A very popular type of unit in the packinghouse industry today is the ceiling type unit installed above the rails. This is a dry type extended fin



surface unit which must be designed with sufficient surface to permit a reasonable length of time for refrigeration shutdown cycles in order to defrost. These units are used to good advantage where controlled air velocities are important. Applications of this type of unit have been made in all types of coolers. The one important thing to keep in mind in selection and application of this type of evaporator is the fact that its rated capacity is the limit of the capacity of the unit due to the fact there is no constant means of defrosting this unit and the capacity drops off rapidly when frost starts to form on the coils. This unit has the definite advantage of not using floor space, but also has the disadvantage of being limited in the amount of capacity that can be placed in a single unit so that rooms with large tonnage require multiple installations.

This covers briefly the various applications of air units in the packinghouse industry. I have not attempted to point out special applications such as dry sausage rooms and other types, which can only be achieved by accurate psychrometric conditions. I do want to point out, however, at this time, that some thought and consideration should be given to the cost of operation of mechanical air handling equipment.

### Consider Operating Cost

Remember, the brine spray pumps and fan motors operate 24 hours a day, 365 days in the year. When you consider paying at the rate of 1c per kilowatt hour for current to run a 5-h.p. fan motor, together with a 1-h.p. brine spray pump, you are spending \$417 per year. Now multiply this by the number of units you have in your plant and it may run into a sizable amount of money.

Thought should be given to this operating cost. In addition, you have the heat generated by the motors operating in the cooling rooms proper that must again be removed by your refrigeration plant which is also reflected in the power bill.

The refrigeration industry in general has been moving toward mechanical air handling equipment, disregarding the operating cost of this equipment, and I believe this point is worth serious consideration in many applications. What can we use in place of mechanical air handling equipment?

There are applications in which mechanical air handling equipment cannot be eliminated, but there are other applications in which natural air circulation in the room has definite advantages. In these rooms extended fin type surface may be considered with individual drip troughs so designed with sufficient surface to give you automatic defrosting with automatic temperature control.

This type of surface has been used very satisfactorily in rooms such as bacon slicing rooms, packing rooms and others of 40 degs. F. and over. By eliminating the psychological effect of

mechanical air movement in a room where people are working, it is possible to run lower temperatures with less complaint from the people working in these rooms, due to uncomfortable drafts and conditions.

The use of various types of extended fin surface in freezers, when properly applied and designed, has been very successful. However, you must keep in mind the fact that the extended fin surface must be defrosted by some means other than scraping, such as a spray type of defrost, hot air or hot gas, and this is very important in design. Prime surface pipe coils still have many applications for freezer duty. There are many different designs still used, one being the vertical coil, floor-supported around the walls. This has the definite advantage of simplicity of installation due to complete floor support and lends itself to an efficient flooded control operation for maximum efficiency. This type of coil can also be brushed in order to keep it clean of loose frost.

This covers in general the application of evaporators in the packinghouse industry and I just want to touch on a few important points which you should keep in mind in the selection of your evaporators:

1. The ultimate condition of your product.
2. The cost of producing the ultimate result, from an operation standpoint.
3. The prime cost.
4. Operation and maintenance of the unit.

### Maintenance of Evaporators

The question of maintenance of evaporators is very important. Probably the largest hazard to efficient evaporator operation in a refrigeration plant is oil. Definite procedures should be set up for the elimination of oil from the low side. First, do everything possible to keep the oil from getting into the low side by means of an efficient high pressure oil separator, drained regularly, and, second, a scheduled and predetermined method of cleaning low sides after the oil has been drained.

The average flooded evaporator is a very excellent oil trap. Periodically this oil should be removed from these evaporators and the evaporator itself cleaned. There are several methods that can be used, such as flushing the evaporator with liquid ammonia, and, second, flushing a flooded evaporator, and only a flooded evaporator, with a fine oil which will dissolve any heavy coatings that may have formed on the inside of the evaporator. This must be done with care, but is an effective means of maintaining evaporator efficiency.

The next important point, as far as

efficiency is concerned, is to be sure you have sufficient ammonia or refrigerant in your evaporator proper. This means periodic inspection of strainers, both on liquid and suction lines, as well as periodic inspection of float valves or control valves to ascertain that they are functioning properly. The question of lubrication on mechanical air handling equipment is an important one. Care should be taken to use lubricants that are recommended for room temperatures and evaporator temperatures that exist in evaporators proper. A grease or oil that may flow freely at 35 degs. F. may not flow at all at 28 degs. F. Your local lubricating engineer or salesman can specify the proper lubricant for the proper temperature.

Check your brine regularly for pH and density. A brine too dense is just as harmful as a brine too weak. Keep your brine spray nozzles and brine strainers clean and inspect them regularly.

### Exterior Care Important

Painting or maintaining the casings of mechanical air handling equipment is important and there have been many different types of coatings developed for this purpose. After a reasonable length of time even hot dipped galvanized has to be given a certain amount of maintenance and this has to be watched to keep the units from deteriorating completely.

To summarize the important points I have tried to bring out, keep this in mind. Use the same diligence and care in selecting your evaporators for all your applications as is used in the selection of engine room equipment. There is a definite place for all types of evaporators in a packinghouse and the selection of these various types of units depends entirely upon the care with which they are applied to the job they have to do.

One point, and I think it most important, is the fact that a unit rated at 10 tons refrigeration capacity on a 10-deg. temperature difference between the refrigeration and the off-going air temperature is rated with a capacity of 20 tons when operating with a 20-deg. temperature difference with off-going air and evaporating temperature.

Check your applications carefully and apply the proper type of unit to the proper job.

**CHAIRMAN SIGMAN:** Kenneth V. Hill, who will discuss "Packinghouse Wastes and Their Treatment," is a graduate of Harvard University and a partner in the firm of Greeley and Hansen, sanitary engineers. This company, one of the outstanding firms of its kind in the country, specializes in the design and construction of water and sewage disposal plants. Mr. Hill directs the work done by this company for the meat packing industry. He is a member of the American Society of Civil Engineers, the American Water Works Association, the American Public Health Association and the Central States Sewage Works Association.

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# How Waste Control Pays Off

HILL

**T**HE extent of the problem of packinghouse waste treatment can be illustrated by a very few statistics taken from the Yearbook of Figures of the Livestock Trade, published annually by the *Chicago Daily Drovers Journal*, and bulletins of the Bureau of Agricultural Economics, U. S. Department of Agriculture.

In this country, there were on May 1, 1950, some 3,187 commercial plants and several thousand butchers slaughtering livestock. The distribution of the total slaughter of cattle, calves, hogs, and sheep among the commercial plants is given in the table below:

PERCENTAGE OF TOTAL SLAUGHTER				
NUMBER	Cattle Calves Hogs Sheep			
441—Large federally inspected plants	73	60	88	91
725—Large plants not federally inspected	17	25	10	7
2,021—Small plants not federally inspected	6	9	4	1
Totals.....	96	94	97	99

84,839,000 animals, having an approximate live weight of 13,800,000,000 lbs. were slaughtered by the 441 plants in the first category. The 725 plants in the second category slaughtered in excess of 1,450,000,000 lbs. and the 2,021 plants in the third category slaughtered over 1,000,000,000 lbs. Local butchers slaughtered some 13,000,000,000 lbs.

The total annual live weight of animals slaughtered, about 30,000,000,000 lbs., is impressive. The waste disposal problem created by this slaughter is no less impressive, involving as it does, the disposal of some 148,000,000 gallons of strong waste per 24 hours, having a population equivalent of about 13,000,000 people.

In this country, the problem of packinghouse waste disposal is nationwide. Packinghouses or slaughtering plants are located in every state, with the number of large slaughtering establishments ranging from 374 in Pennsylvania to three in Rhode Island.

The packinghouse industry is a growing one as indicated by the number of animals slaughtered (under federal inspection) during the last 20 years as shown in Figure 1.

A few years ago, several large packinghouses felt that their production within economical and practical limits of haul of live animals from a given tributary area had about reached a maximum. The development of hybrid seed corn with the greater yields per acre has made possible the raising and feeding of more hogs per given area and thus modified this situation. There may be other developments which will also have a decided effect upon production. The industry is by no means static, especially in a country where the population and the per capita consumption of meat are increasing. This influence now favors larger plants at each location.

With these few introductory remarks, let us consider the problems connected with the treatment of the wastes from this large and important industry.

The literature contains considerable information on the quantities and qualities of wastes produced from packinghouse operations, but relatively little information on either the quantity or the quality of the wastes from slaughtering operations alone.

In general, packinghouse wastes are from four to five times stronger than domestic sewage, have an objectionable odor, and contain much grease and much nitrogen in various forms. They may also contain considerable quantities of grit and dirt if the drainage from pens is included.

They are usually large in volume and the volume is subject to considerable variation from season to season, because of the seasonal variation in kill, from day to day, from hour to hour, and even from minute to minute.

Figure 2 illustrates the monthly variation in kill at a typical midwestern packinghouse and for the United States as a whole.

Figure 3 illustrates the hourly variations in the discharge of wastes from a midwestern packinghouse. These wide variations are of special significance where the wastes are discharged directly to a treatment plant.

There is no common relation between the quantity of waste and the amount of kill. The minimum unit quantity of waste probably occurs in federally inspected plants, but the unit quantity may vary from 800 to 3,000 gals. per 1,000 lbs. of animals killed, depending

upon the amount of water supply available, its cost, the kind of animal killed, and the supervision given to the slaughtering, packing, and cleaning up operations. In 1945, I prepared a paper on the "Treatment of Packinghouse Wastes" which included a table showing the volumes of waste per 1,000 lbs. of kill at ten large packing plants. The unit quantities varied from 835 to 3,050 gals. per 1,000 lbs. of kill. Since that time, additional operating records and data have become available and we have seen reasonable methods instituted at some packing plants to reduce the volume of wastes.

I believe that it is possible and practical to reduce the quantity of packinghouse wastes to from 1,000 to 1,600 gals. per 1,000 pounds of kill, because I have seen this result accomplished in two plants where the effort was made.

There is just as much range in the variations in unit losses between packinghouses as measured by the B.O.D., the suspended solids, and the organic and ammonia nitrogen as there is in the quantity of waste from the various packinghouses. This is illustrated by the following table:

Plant	1,000 Pounds Kill per day	Gallons of Waste	B.O.D.	Pounds of Organic and Suspended Solids		Ammonia Nitrogen
				Solids		
A	254	1,500	12.7	4.0		2.0
B	370	1,400	19.7	9.4		2.6
C	660	2,300	10.7	14.9		2.2
D	858	3,250	14.7	18.2		1.7
E	1,322	1,300	6.5	6.8		0.8
F	1,360	4,350	19.7	22.1		2.1
G	1,340	1,370	8.6	10.4		1.0
H <sub>1</sub>	1,733	750	16.0	20.0		..
H <sub>2</sub>	1,740	1,100	10.7	9.1		1.2
I <sub>1</sub>	1,370	1,260	23.5	16.2		..
I <sub>2</sub>	2,360	1,090	11.8	12.0		1.0
J	278	1,800	20.0	11.0		..

Years of Data: Plant H<sub>1</sub>, 1937; H<sub>2</sub>, 1940; I<sub>1</sub>, 1934; I<sub>2</sub>, 1950, and J, slaughtering only.

The difference in the unit losses between H<sub>1</sub> and H<sub>2</sub> and I<sub>1</sub> and I<sub>2</sub> illustrates what can be done within the packinghouse itself to lessen the load on waste treatment plants.

Unit grease losses are not included in

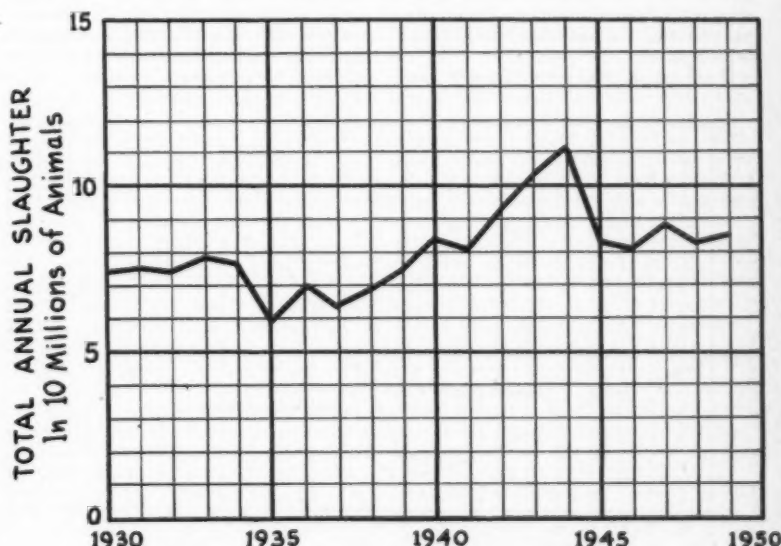


FIGURE 1: TOTAL ANNUAL SLAUGHTER OF ANIMALS UNDER FEDERAL INSPECTION.

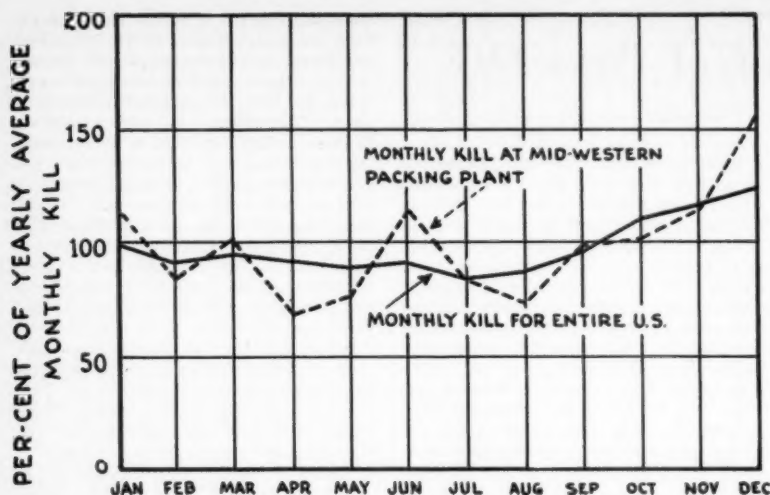


FIGURE 2: MONTHLY VARIATION IN KILL FOR U.S. AND TYPICAL MIDWESTERN PLANT.

the data, because grease analyses are not made on a routine basis at many of the plants for which the other data are given. E. N. Mortenson, whom most of you know, has estimated that grease losses should not exceed 0.1 lbs. per 1,000 lbs. of kill. This low value is rarely attained. It is believed that a loss of 4 lbs. per 1,000 lbs. of kill will represent good grease recovery practice within the packinghouse itself.

There are certain characteristics of packinghouse wastes which should command the attention and respect of the designer about to undertake the design of a treatment plant. These are the grit and dirt, the grease, the hair, bits of hide and flesh and the odor.

Packinghouse wastes can be treated satisfactorily by the same proved devices and processes used for 25 years in treating domestic sewage. In many places they are treated in a single plant with domestic sewage. Some pretreatment at the packinghouse is found to be helpful.

There are several advantages in com-

binning packinghouse wastes with domestic sewage for treatment in a single plant. First, the packinghouse waste is removed from the site of food production, second, the combined waste (waste and domestic sewage) is less concentrated and more easily treated, third, the flow of domestic sewage will smooth out somewhat the peak discharges of packinghouse waste and eliminate the need for equalizing, and fourth, the problem of operating a sewage treatment plant is removed from the packinghouse. This latter can be a real problem because of the necessity of fitting 8-hour, five-day week workers into the 24-hour, seven-day week operation of a waste treatment plant.

Where local conditions require the treatment of packinghouse waste, a usual proceeding is to keep the bulk of the paunch manure out of the waste. The first step in the treatment of the waste is the screening out of relatively coarse material and portions of paunch material which reach the sewers. Such screened out material drains readily

and may be disposed of by burial, or when mixed with other combustible material, may be incinerated. In some places, the burning is done on an open dump, which, while inexpensive, is only tolerable in isolated locations. The quantity of this material is considerable, amounting to as much as 10 lbs. per 1,000 lbs. of kill.

Grit and dirt which would clog pumps and pipe lines are next removed by sedimentation. The grit removal facilities should provide for thorough washing out of putrescible matter so that nuisance will not originate from the grit dump.

The next steps are the removal of grease by skimming and of suspended solids by sedimentation, both of which operations may be performed in the same tank or in separate tanks. The settleable solids in packinghouse waste settle readily in from 1 to 1½ hours in tanks whose surface loadings do not exceed 1,000 gals. per square foot of surface area per 24 hours and where the weir overflow rates do not exceed 15,000 to 20,000 gals. per foot of length per 24 hours. Sedimentation of the wastes under these conditions will remove 55 to 65 per cent of the suspended solids and 35 to 45 per cent of the B. O. D. The solids will yield a sludge of from 87 to 92 per cent moisture content, which is readily handled by piston type pumps. Inasmuch as grease comprises from 40 to 50 per cent of the total suspended solids, a considerable quantity of grease remains in the waste after sedimentation. Unless precautions are taken this material can cause much difficulty during the subsequent steps of the process for treating waste.

### Loading of Filters

The screened and settled waste is now ready for biological treatment to remove the remaining suspended matter and the dissolved organic constituents. This can be done economically and most reliably by trickling filters. If the objective of the treatment is to produce a stable effluent and one which will not create a nuisance, filtration should be carried out at relatively low loadings in single stage filters or in two stages at higher loadings. Recirculation is desirable with either single stage or two stage units to provide flushing action in the filters, to keep them warm in cold weather, and to secure good removals of B.O.D. and suspended solids. In stage filtration, the first stage filter would contain larger filter media than the second stage and would be loaded at higher rates.

Recirculation of up to 300 per cent of the inflow through the first stage and up to 150 per cent through the second stage is believed desirable in order to secure the maximum performance available from the filters and to keep the filters clean. Under these conditions, it is believed that the first stage filters can be loaded up to 9,000 lbs. of B. O. D. per acre foot per 24 hours and the second stage filters up to 5,000 lbs., with

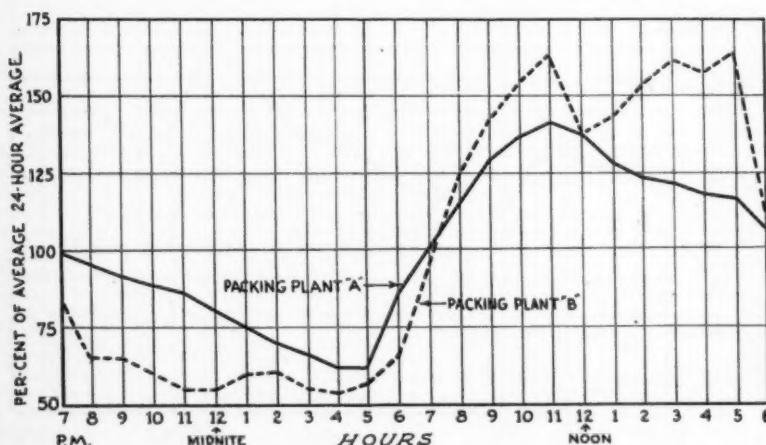


FIGURE 3: TYPICAL VARIATIONS IN DISCHARGE OF PACKINGHOUSE WASTES.



the production of a stable effluent.

Sedimentation of the filter effluent after each stage is advisable. The intermediate and final stages of sedimentation should be carried out under the same loading conditions as the preliminary sedimentation except that in these operations it is essential to remove the sludge more rapidly to prevent it from floating.

To date, there seems to be no proved equally economical alternative to handling the sludge solids by digestion and drying, either on sand beds, on vacuum filter; or in lagoons. The amount of solids is large and as their volatile matter content is high, there is the possibility of producing large quantities of gas from digestion of the solids and the development of power from the gas.

The sludge solids can be handled without first being digested. Thus at the South St. Paul municipal sewage treatment plant, which handles a considerable amount of packinghouse waste, a pilot plant has been operated for some time on the drying of the undigested sludge solids and paunch manure in a rotary drier. It is anticipated that the product will be sold for commercial fertilizer. I have no analyses of the dried product as to its moisture, nitrogen and grease content.

Raw sludge from a large packinghouse operating a pre-treatment plant has been dewatered for many years on vacuum filters, with the dewatered sludge being hauled to a dump.

There is no method of sludge disposal which would necessarily be the most economical and applicable to every case.

### Typical Treatment Plant

To illustrate the matter of treatment, I have worked out a hypothetical waste treatment plant for a packinghouse having an average daily kill of 2,000,000 lbs. of animals and a maximum daily kill of 3,000,000 lbs. for four months of the year. I have assumed the following losses from the packinghouse:

	Maximum Month	Average Month
Quantity of waste—MGD...	3.6	3.2
Maximum rate of flow—MGD...	5.8	5.2
Pounds per 24 hours—B.O.D.	48,000	32,000
Suspended solids .....	42,000	28,000

This hypothetical plant would include the following items:

1. Raw waste pumping station with installed pump capacity of 12.0 MGD.
2. Two paunch screens with 6.0 MGD capacity.
3. Two grit chambers with 6.0 MGD capacity.
4. Preliminary sedimentation tanks with total capacity of 30,000 cu. ft.
5. First stage filters of 3.22 acre feet (.64 acres, 5 ft. deep).
6. Intermediate sedimentation tanks with total capacity of 80,000 cu. ft.
7. Second stage filters of 1.16 acre feet (0.22 acres, 5 ft. deep).
8. Final sedimentation tanks with total capacity of 40,000 cu. ft.
9. Recirculating pumping station with installed capacity of 27.0 MGD.
10. Sludge digestion and storage tanks with total capacity of 270,000 cu. ft.

11. Sludge dewatering filters with installed capacity of 560 sq. ft.

The estimated construction cost of such a plant, including the cost of a 10-acre site and engineering is about \$1,830,000 or \$915 per 1,000 lbs. (live weight) of kill per day.

The estimated total annual cost of such a plant is \$200,000, divided somewhat as follows: Financing, \$91,500; depreciation, \$26,000, and operation, \$82,500.

This amounts to \$0.34 per 1,000 lbs. (live weight) of kill.

These costs apply to a situation where the production of a highly stable and well clarified effluent is essential, and, therefore, represent the maximum costs. Lesser degrees of treatment would cost less.

### Summary

Disposal of the wastes from the meat packing industries is a large undertaking. The wastes are large in volume and very strong as compared to domestic sewage.

There is a considerable variation in both the quantity and strength of the wastes from individual packinghouses

indicating a considerable variation in methods of operation inside the packinghouse to lessen the quantity and strength of the wastes.

The wastes are amenable to treatment either by themselves or in combination with domestic sewage by proved processes of treatment.

The cost for treatment will depend upon the degree of treatment necessary to avoid pollution of the receiving waterway.

**CHAIRMAN SIGMAN:** Our final speaker at this section, James Black, will discuss "Packing Plant Maintenance." Mr. Black recently became associated with the Cincinnati Butchers' Supply Company as Chicago territory representative. He had earlier spent 25 years in the meat packing industry with one of the national packers. His duties over the years have included power plant work and the supervision of the operation and maintenance of refrigeration, power houses, buildings and manufacturing equipment. He has also engaged in the development of new types of equipment. His experience qualifies him especially to talk on this subject.

## Preventive Maintenance

BLACK

**A**N intelligent and profitable planning of packing plant maintenance consists of three major parts: A systematic method of estimating and approving all work; planning as it applies to your maintenance organization, and planning applied to your maintenance problems.

I would like to submit a plan that works to very good advantage and should help you to get more value for every dollar spent for maintenance.

We know that maintenance expense in the industry runs into many millions of dollars. Experience obtained from a large number of plants indicates that jobs costing a few hundred dollars each make up quite a large percentage of this total expenditure. This type of job too often comes under the classification of emergency breakdown. Expenditures as large as these deserve your best planning and thinking. A dollar saved through intelligent planning of a maintenance program is just as material a factor in your profits as a dollar made by the sales department.

All maintenance orders should be sent directly to the person in charge of maintenance to be investigated for: (a) necessity of the job and why; (b) best method of how and when to do the work; (c) materials to be used, and (d) a reasonably accurate estimate of cost. A part or all of this information should be on the repair order, particularly "the estimate of cost."

The order should go to the plant su-

perintendent or general manager and accounting department for approval and be returned to the person in charge of maintenance.

The plan outlined has several advantages. In requesting an estimate, the person in charge of maintenance becomes familiar with the various jobs and this automatically leads to planning. It also gives the person in charge of maintenance an opportunity to go over the various jobs with his foremen or workmen, thus developing better methods of doing certain classes of jobs, before actually placing workmen on them.

The person in charge of maintenance is in a better position to judge which jobs demand most urgent attention, and can place men on jobs most suited to them. The plan allows you to approve an order for a definite amount of money, as indicated by the estimate. It also gives you an opportunity to question the wisdom of certain jobs that may be put in for convenience or other purposes.

With this plan, you can check your open orders regularly and determine how much money you have already approved in work not completed. Experience indicates that, generally speaking, small jobs run high in labor cost with relation to the total cost of the job. Knowing the labor-material ratio for such jobs for your specific plant, it then becomes a simple matter to change this money into hours and set up a crew to fit these hours.

Jobs on which the total cost runs into

several hundred dollars each should have a detail-of-estimate sheet attached to the order forms to assure that proper planning and estimating has been done.

"Planning" means the careful analysis of each job, determination of proper materials to use, defining the exact work to be done and passing judgment on whether equipment is to be replaced or repaired.

### Systematic Inspection Important

Inseparably tied into maintenance planning must be a regular systematic inspection program covering both buildings and machinery. The best maintenance organization is not necessarily the one that does the most thorough repair job or handles an emergency breakdown most rapidly. The best maintenance organization is one that plans its jobs so that breakdowns and frequent large repair jobs are, in large measure, eliminated.

A well regulated maintenance organization plans tomorrow's work today, by insisting that each shop foreman prepare a list of well planned jobs for his crew. The person in charge of maintenance, having a copy of these lists each morning, has a clear picture of the functioning of his entire crew and also something to check back against. Due to emergency jobs, these lists do not always work perfectly.

I have mentioned emergency jobs. This type of job is a most costly one. A plant experiencing a large number of emergency jobs is generally badly managed from a maintenance standpoint.

In some instances, emergency jobs recur time after time, and are looked upon as a necessary part of a business. This is erroneous and if a plan is followed whereby these jobs are listed, as they are received in your maintenance department, an intelligent analysis can be made each day by the person responsible for maintenance.

From observation in a number of plants it is evident that the lubrication of equipment does not receive proper planning. The person responsible should set up a plan, after a study has been made of the various lubricating devices available, and carry through a program for complete installation. I may add that in selecting these lubrication devices, much help can be obtained from oil companies with which your purchasing department deals. From such a plan, the following benefits will be realized:

1. You will, without question, reduce your maintenance cost on bearings. With proper lubrication of bearings, vibration is generally reduced, which affects the whole unit.

2. Power savings will always result from reduction in friction.

3. Oils and greases are saved as a result of more intelligent application.

4. Labor in oiling should be reduced due to the automatic operation of most lubricators.

These benefits cannot be realized fully unless some plan is started and followed to completion.

Metal painting is another operation

where proper planning will prove of great value. The frequency of painting, proper preparation of surfaces and kind of paint used in various locations are items to be controlled. All of you realize the costly and unsafe effects of not preserving metal by proper cleaning and painting.

Too much cannot be said about the proper preparation of metal surfaces by removing all loose paint and all rust. After proper preparation, materials best suited to the specific location should be applied in a workmanlike manner. In some instances a grease-like material is applied to piping and taped over with a special wrapper. A special paint is then applied over the wrapper. This tape is expensive and is not necessary in dry locations. Here again much can be saved by applying proper materials in the proper places at the proper time.

### How Proper Planning Saves

Another example of proper planning is the maintenance of electric motors and motor starting equipment. Motors are taken out of service at regular intervals and treated. As an illustration, they are dismantled for complete cleaning, baking out and application of insulating varnish to the windings. They are inspected for low bearings and, in the case of d.c. motors, commutators dressed up and brushes replaced where necessary. Starting equipment is cleaned and painted, contacts replaced, overload devices tested, etc.

Let us see how the regular inspection of departments such as the tank house affects maintenance costs. Take, for example, a dry melter installation. The inspection of the various units by a capable mechanic will eliminate large repair jobs and costly shutdowns. Let us take one piece of this equipment—the melter.

Bolts holding the paddle arms to the main shaft often come loose. If detected in time, and properly tightened, the trouble never develops further. If not attended to, this arm will undoubtedly come off and bend other arms and possibly cut the shell of the melter. Gears may be meshing too deep and, if not corrected, will not only result in the destruction of the gears, but will set up vibration to such an extent that bearings, shafts and even the motor driving the equipment will be destroyed. This results in large repair jobs and shortens the life of equipment.

This is only one department and one specific piece of equipment; each department can be treated in the same manner, receiving an intelligent planned inspection. Frequency of inspection depends upon the duty of the equipment, and experience should be a guide to the end that money is not wasted in unnecessary inspection.

In reviewing numerous maintenance jobs, one thought frequently occurs. Do you always analyze each job from a dollars-and-cents standpoint in preparing your estimate?

Have you taken the cost of a new unit into consideration, when estimat-

ing an expensive repair job on an existing unit?

In some instances, it is much cheaper to purchase a new unit than do an expensive repair job, if all factors are considered. On the other hand, when making an estimate on the replacement of a unit, do we always ask ourselves if, with a small repair, we can maintain the unit another year and really be open-minded on this question? By constantly installing new equipment, almost anyone can maintain a packing plant. However, it takes ingenuity and planning to maintain and operate old equipment at low cost, and without interruptions to the business. Elaborate overhaul jobs on equipment when the unit as a whole will be operated for only a short time, should be carefully investigated.

The making of parts that can be purchased more cheaply from the manufacturer should be watched. Generally speaking, the equipment manufacturer is able to produce parts of a much superior quality and at a lower cost than your shop, thus giving longer life.

### Maintenance vs. Repairs

Let us see if planning applies to our buildings in the same manner. Large sums are spent each year in the replacement of roof covering and, too often, the decking and joists supporting the covering. This kind of job can generally be traced back to neglect of the flashings and roof covering. In a well organized maintenance department, roof inspections are made at least twice a year and a record is kept. Steps are then taken to have repairs made to flashings and covering while the job is small.

Floors in packing plants present a costly problem. It is evident in going over a number of plants that proper planning and systematic checking is not being carried out. Brick floors can be cleaned and regouted at low cost when the mortar joints between the brick first show deterioration. On the other hand, large expenditures are necessary if the floor is allowed to go until the bricks have become loose and complete replacement is necessary, resulting in large expenditures.

In the foregoing, I have endeavored to point out how proper planning affects a few of our every-day packing plant maintenance problems. These have been only a few examples and, as you can see, the same method of proper planning can be used for every problem in the maintenance of your plant.

The thought may occur to you that the estimating of orders, the systematic inspection of building and machinery and the proper planning of your maintenance jobs are items that will entail considerable expense and extra help. On the contrary, if the person responsible for maintenance will first plan the routine of these items and inaugurate a system of followup, keeping everyone interested, you will find that these good habits will soon become a part of each one in your organization and this will undoubtedly lead to betterment and a reduction in maintenance expense.

# SALES AND ADVERTISING



A. J. McCREA



CARL DIPMAN



J. P. SPANG, JR.



B. F. BILLS

**T**HE section meeting on sales and advertising convened at 10:10 a.m. on Friday, September 29, in the Grand Ballroom, Alex J. McCrea, president, the Ohio Provision Co., presiding.

**CHAIRMAN A. J. McCREA:** This morning's section meetings open the Institute's forty-fifth annual meeting. We're glad to welcome everyone here to what we think will be one of the most stimulating meetings in many years. This year's meeting brings us back, after ten years, to the practice of holding section meetings. This is in response to requests from every part of the industry to provide opportunity for specialized and frank discussion, thus satisfying the needs and interests of all operating personnel.

One of the most challenging fields is that of sales and advertising. Every meat packing and sausage manufacturing business is vitally interested in practical sales and advertising problems as a means of moving its product from plant to retail store to consumer table.

Our first regular speaker this morning is Carl Dipman, editor of the *Progressive Grocer*. Mr. Dipman knows as much about retailers as any one man in the United States. From his school days in Ohio, when he delivered groceries and worked in retail stores, to his present work, he has been thoroughly familiar with sales problems of the retail food merchant.

Mr. Dipman does not believe in editing his magazine from his desk. He makes it a point to travel in various parts of the country for several months each year. His studies in food distribution have taken him into every state in the Union. When he speaks this morning on "The Importance of the Individual Retailer," he speaks about a very important man—a customer for all of us. Take over, please, Mr. Dipman.

**CARL DIPMAN:** I have been asked to talk about retailers, how many there are, their characteristics, the extent to which the business has been drifting to larger stores, and their future prospects. This is a large order. Fortunately there are considerable data available. You will remember a Census of Business was taken covering 1948. Some of these data are already available. Previous censuses were taken in 1929, 1935, and 1939 which make possible interesting comparisons.

The changes that have taken place in recent years are tremendous. Food retailing and food stores have made more progress in the past 15 years than in any century in the history of retailing.

All retail food store sales in 1948 totaled \$30,980,000,000, according to census figures. This compares with \$10,164,000,000 in 1939. In the nine-year period food sales practically tripled. But much of this increase was due to price advances. In the nine-year period prices more than doubled, and in 1948, according to the Bureau of Labor Statistics, retail food prices averaged 120 per cent higher than in 1939. There was, however, a 20,000,000 increase in population in this period. Moreover, food stores extended their lines to include wider varieties and many nonfood items.

As we all know, food sales are slowly but steadily drifting to larger stores. The number of stores is slowly declining. Including all kinds of retail food outlets, there were slightly more than 600,000 stores in 1939. By 1948 the number had declined to 530,000. Thus food stores in 1948 sold three times the volume and served 20,000,000 more customers with 70,000 fewer stores than in 1939. This obviously indicates that food store sales now average more than three times larger per store than in 1939.

In recent years many of us have

tended to overestimate the importance of chain stores. This is probably due to the fact that they have built a number of large impressive markets in our population centers where most of us live and make our observations.

It may come as a surprise to some of us, therefore, that the Census of Business reveals that from 1939 to 1948 independents have held their position fairly well. In 1939 independents enjoyed 63.4 per cent of all grocery store sales, exclusive of country general stores. Chains had 36.6 per cent of sales. We are all familiar with how independents surged ahead during the war years and how the chains staged a comeback and shot ahead rapidly in the postwar period. But the recent census reveals that the relative position between independents and chains in the nine years has changed less than 1 per cent. In 1948 independents enjoyed 62.7 per cent of grocery and combination store sales and the chains 37.3 per cent. Thus you will see that independents held their position remarkably well during the ten-year period.

## Sales by Size of Stores

Next let us consider the degree of concentration of independent sales in large markets. In 1948 sales of grocery and combination stores, including both chains and independents, totaled \$24,700,000,000. Of this total, 62.7 per cent or \$15,500,000,000 was in the hands of non-chains, stores generally designated independents or individual stores. The chains enjoyed \$9,200,000,000 of this total, or 37.3 per cent.

There are no census figures available to indicate independent sales by size of stores. But there are some good estimates which, in the absence of census figures, I shall pass on for whatever value you wish to give them.

Concentration of independent sales in supermarkets is not nearly as great as



in the case of chains, although independents did build a number of large markets in recent years, and more of their sales have been slowly drifting to large markets. The development of supermarkets has been so dramatic that they are frequently overemphasized in independent distribution.

To simplify this discussion let us divide the \$15,500,000,000 of independent sales into three groups: (1) large stores with sales of \$300,000 annually and over; (2) medium-sized stores with sales of from \$50,000 to \$300,000 annually; and (3) small stores with sales under \$50,000.

Large independents, all of which may be designated supermarkets, total about 4,700 in number. They account for about 15 per cent of independent sales, or approximately \$2,300,000,000. Practically all of these stores sell fresh meat.

### **Independent's Advantages**

In general, very large stores do not meet the needs of independents. The capital and management requirements have frequently been beyond the ability of the vast number of independents. While we anticipate independents will build and operate many more large markets in the future, yet it does not appear that large supermarkets will predominate in independent sales in the years immediately ahead.

Among independents, medium-sized stores occupy a far more important position. They control the largest portion of independent sales.

It is estimated there are some 68,000 medium-sized independents, controlling approximately 52 per cent of the independents' volume. Their sales are an estimated \$8,100,000,000. Most of them sell fresh meat. Their volume compares favorably with total chain sales of \$9,200,000,000.

Many of these medium-sized stores are large enough to be designated supermarkets. But more and more the trade is calling these medium-sized stores "superettes." They now control a considerably larger portion of total independent sales (52 per cent) than in 1939, when they had but 26.1 per cent of sales. There are four times as many of them as in 1939 which indicates to some extent how independent sales have been drifting to larger stores even though they are not all supermarkets.

Now why does the medium-sized store or superette meet the needs of so many independents? There are many reasons. The management and capital requirements of the superette are generally within the grasp of alert independents. These superettes can be easily spotted in convenient locations, in residential areas and country towns, often in between large markets.

A well managed medium-sized store can achieve a low operating expense, generally as low and sometimes lower than the large supermarket. The owner can make a satisfactory profit of from \$5,000 to \$10,000 or more a year, a profit large enough to attract able operators.

Superettes are large enough to ac-

quire a good stockturn so as to keep fresh merchandise flowing. They have sufficient volume to do a good job in perishable lines, which are so important in today's distribution. They have sufficient traffic so they can sell many profitable sidelines. If consumers so desire, medium-sized stores can give delivery, credit, and other services more easily than the large supermarkets.

Superettes are small enough so that proprietors and employees can maintain an intimate personal relationship with customers, which is so much appreciated among discriminating consumers. They are not so large as to be confusing and bewildering, and they are small enough so as to be flexible with ability to adjust to whatever conditions arise.

In short, superettes have most of the advantages of the large supermarkets and many of the advantages of small stores without the disadvantages of either. Some of us who have been following the ups and downs of independents for many years foresee a good future for medium-sized stores or superettes and anticipate that for the present they will continue to control the largest portion of independents' sales.

Next, let us consider small independent stores. Notwithstanding the sharp increase in the number of large and medium-sized stores since 1939 the vast number of independents still have sales of under \$50,000 annually. There are some 297,000 stores in this classification, and they control approximately 33 per cent of independents' sales. Their volume is an estimated \$5,100,000,000. Less than half of these small stores sell fresh meat.

Small stores will apparently continue to be with us, and their number is not declining sharply. It is plain, however, that each year they will do a relatively smaller portion of total independent sales, assuming that food prices remain at current levels. Small stores still serve a useful purpose for many of them are located on crossroads, in small villages, or in out-of-the-way locations. Let us also not forget that among today's supermarket operators are many that only a few years ago operated small stores.

In this somewhat confusing picture of the vast number of independent food stores let us discuss briefly the stores that at present are going ahead and are likely to acquire more business.

First come large markets. There will be more of them, and slowly each year they will acquire more volume. About 72 per cent of them increased their sales this past year.

Half of all independents had sales gains this past year. Stores with self-service grocery departments had average gains considerably larger than counter-service stores or semi-self-service stores. Counter-service stores are slipping rapidly.

Stores with sales of \$100,000 annually or more have a considerable edge over smaller stores, although one in three small stores also enjoyed gains this past year.

Stores that in addition to groceries

also stocked a well selected line of perishable goods, including fresh meat, are doing considerably better than stores that cling to limited lines.

Food stores that are affiliated with good lively low-cost wholesalers are doing exceptionally well. There is an increasing number of these wholesalers, some privately owned, some retailer-owned. By streamlining their operations and dispensing with unnecessary services these wholesalers are able to lay down merchandise in independent stores at costs as low as the chains can deliver to their units. As a result, tens of thousands of independents now have no difficulty meeting chain prices.

There are now at least several hundred wholesalers who have streamlined their operations. By concentrating their buying retailers benefit immensely. Wholesalers and retailers have been pooling their interests, working together instead of at cross purposes. There are not yet enough of these wholesale-retail partnerships to cover the country, but they are increasing. There are already enough so that independents in the aggregate have stopped the chains' postwar rush and occasionally cut into the chains' volume.

### **The One-Stop Market**

One of the characteristics of food retailing in recent years has been the growth in the number of complete one-stop markets—stores that in addition to groceries sell fresh meat and other perishable lines. For the purpose of this discussion we shall refer to them as combination stores, many of which are small and some of which are large supermarkets. In 1929 there were 115,000 combination markets including chains and independents. By 1939 the number had increased to 187,000. But in 1948 there were 223,000. In the short span of nine years from 1939 to 1948 the number of combination markets increased 20 per cent, or 36,492 stores.

In 1939 combination markets had sales of \$5,496,000,000. They accounted for 54 per cent of food group sales. By 1948 combination store sales had increased to \$20,727,000,000 and accounted for 66 per cent of food sales.

The reverse of this is the decline in the number of meat markets, most of which are individually operated. In 1929 there were 49,865 meat markets. In 1939 there were 42,360. By 1948 the number had declined to 29,470, according to the recent census. In 1939 there were 4.4 combination markets to each meat market, but in 1948 there were 7.5. In 1948 we estimate combination stores accounted for 72 per cent of all fresh meat sales, while in 1929 they accounted for 38 per cent of meat sales. Meat markets sold 46 per cent of the meat in 1929, but only 21 per cent in 1948.

There is somewhat of a paradox in these figures, particularly in so far as meat processors are concerned. Even though the total number of stores has declined, more stores now sell meat than ever before. The grocery processor has

a declining number of available stores in which to sell his groceries, but the meat processor has had an increasing number available. Including all kinds of retail food stores, approximately 175,000 stores sold fresh meat in 1929 and 237,000 in 1939. But by 1948 the number of stores selling fresh meat had increased to 257,000, while the number of food stores declined some 70,000.

Thus it is evident that meat sales are more widely disseminated than ever before. This may be a great convenience to consumers but it no doubt presents increasing problems for the packer. To be sure a great many of these stores selling meat are small ones, and it also follows that a large part of meat sales are concentrated in medium and large stores as discussed previously.

### Self-Service Departments

Perhaps the greatest innovation in recent years in food retailing has been the development of self-service. There were a few stores with self-service grocery departments as early as 1916. But self-service stores have made their greatest impact on food distribution since 1935. The number and sales of self-service stores were included for the first time in the census of 1939. The census revealed that of total grocery and combination store sales, 28.8 per cent were made in stores with self-service grocery departments.

In 1939 self-service stores accounted for but 15 per cent of the independents' volume. Since then, however, independents have made rapid progress in converting to self-service operation. Census figures for 1948 are not available, but it is estimated that about 52 per cent of independent sales are in self-service stores and 29 per cent in semi-self-service stores.

A still more recent innovation is self-service meat operation. We estimate that at the end of 1949 there were approximately 2,000 stores with complete self-service meat departments, compared with 800 in 1948. Most of them are large stores, and slightly over half of them are chain units.

Among independents, partial self-service meat has developed more rapidly than complete self-service. At the end of 1949 there were approximately 5,000 stores with partial self-service meat operation. Partial self-service meat seems to fit the needs of many independents more readily than complete self-service, especially during these early stages of the development.

We anticipate, however, that self-service meat operation has a promising future. Its growth will be steady but somewhat slow among independents. We say slow because even with the many advantages of self-service grocery operation, it took grocers 10 years to raise their self-service grocery sales from 15 per cent of the total to 52 per cent. We anticipate, however, a more rapid conversion to partial self-service.

In general the future for individual food merchants looks good. There will

be many ups and downs among them, but the ups will more than offset the downs.

There is a new spirit stirring among independent retailers and their wholesalers. There is a great deal more know-how and progressive management today than ever before. Independents already operate a large number of fine, clean, modern food stores. There are already tens of thousands of them that have no difficulty meeting their strongest competitors of whatever variety.

Fortunately for independents the number of alert, intelligent young men entering the business is increasing steadily. We may look therefore for a slow but steady increase in the number of individual superettes and supermarkets that will continue to acquire more food sales and continue to play a domi-

nant part in the sale of meat products to American consumers.

**CHAIRMAN McCREA:** Our second speaker this morning, Joseph P. Spang, is a top authority to discuss his subject, "What Management Owes the Salesman." As president and member of the board of directors of the Gillette Safety Razor Co., Mr. Spang has plenty to say about both management and salesmen.

Mr. Spang knows about the meat packing industry, too. He knows it from the bottom up, when he worked in Swift & Company's Omaha plant. He worked with that company in 13 different cities, as salesman to plant manager. For a number of years he was Swift's vice president in charge of sales, and I know that many of you are personally acquainted with him.

## Selling Is a Profession

SPANG

**Y**OU have asked me to talk to you today about what management owes the salesman. I have a few ideas on that subject. I should have. I've worked both sides of the street—the salesman's side, and management's side. Granted that a debt has been incurred, or the title of my talk would be meaningless, just what sort of an obligation are we talking about?

Do we mean a quality product? Certainly. That's number one in any management's obligation to its salesmen. Do we mean a well-packaged product? Again, the answer is yes. We also owe our salesmen an aggressive, hard-hitting advertising program pointed straight at the bull's-eye. We owe them the findings of an alert market research department. These are the obvious things basic to any salesman's success with which management must constantly concern itself.

Perhaps not quite so obvious, but of great importance, is another debt management owes its salesmen. That is the setting of a proper target for the salesmen to shoot at. Set a fair target, not an impossible one. Men stumble, grow discouraged in attempting to reach an impossible goal. Your salesmen should know what their sales potential is in any given territory. If they don't know this, then they never know when they've done a good job. Give your men this information. I sincerely believe it is one of management's greatest debts to its salesmen.

It occurred to me, though, when considering these debts I've just enumerated, that perhaps our creditors—the salesmen—might have some ideas on the subject. What debts do they think management owes them? To learn this, I went right to the feed box. I wrote a note to members of my own sales force to get some information on what they thought management owed them. I asked these men to tell me

just how management helps them, and how it hinders.

I got a lot of replies—frank replies, with no punches pulled. Based on that group of memos, perhaps management owes itself a large debt. Perhaps management can best help its salesmen by listening more closely to them. We cannot afford to allow too great a gulf to exist between management and the men who represent management to the consuming public.

Thus far in my remarks I've dealt primarily with the direct, personal relationships between management and its salesmen. But selling, of course, is more than personal salesmanship. It is advertising. It is marketing knowledge. It is good packaging. It is management's job to coordinate these forces and make them an intimate part of its sales force. Advertising and product identification have reached a new level of importance to the salesman. A salesman can become twice as effective when he uses the company's advertising to make a sale to the retailer, and organize a sale that passes on to the consumer. It takes a trained mind and an ambitious one to understand this—another reason why the level of salesmanship should be raised.

### Salesman Must Be Alert

The modern sales force must be flexible and able to change with new retailing methods. The trend toward self-service in many lines is taking place fast. Many sales organizations are not keeping pace.

In your own industry you have experienced such a change in retailing methods. I refer to the growing trend toward prepackaging of fresh meats. I don't pretend to know what problems prepackaged meats brought to your sales force. I cite this only as an example of where your sales force had to be flexible enough to meet this new

departure in retailing fresh meats.

There are, I realize, many other problems peculiar to the packing industry. The major part of your energies is directed to fresh meats, the perishables. Establishing a consumer franchise, which would make it much easier for your salesmen to sell, is most difficult. No one packer can buy all the best grades of meat. No one packer would want to. He must sell to those who want the lesser grades as well as those who take only the best. There's only so much of one type of meat available at one time, and you all have to scramble for that, taking what you can get.

Isn't it a possibility though, that because so much of your effort is devoted to fresh meat, your thinking is colored as to the possibility of establishing a consumer franchise in your non-perishables—your dog foods, detergents, lard and canned meats. There, perhaps, is where a job can be done comparable to that in other fields.

I can give you an example of this from the company with which I am connected. We make two types of blades—the Gillette Blue Blade and the Thin Gillette Blade. The Blue Blade sells for 5c a blade; the Thin Blade for 2½c. The Blue Blade is made from heavier steel. It is a better blade, longer lasting, although probably right in this audience there will be those who will dispute that statement. Many people prefer the Thin Blade. The point I want to make is this—we think the Blue Blade is better. We also have a wider profit margin on the Blue Blade. That's why we push it so much. In fact, we spend three times as much advertising the Blue Blade as we do the Thin.

### ***Selling Is Key to Prosperity***

The same sort of merchandising, I feel sure, can be applied to your non-perishable products. Perhaps you are doing that today. I frankly don't know. I cite this merely as an example of where the merchandising of non-perishable meats can be comparable to the selling of razor blades, or other non-perishable products.

All of us, whether we sell meat, razor blades or movie-theatre popcorn, must be on the alert in these days of highly competitive selling. We must watch for any change which might affect the curve on our sales charts. The fundamentals of selling must always be in our suspense file.

Today, however, it seems to me that management's obligation to its salesmen has gone far beyond these ABC's, since selling itself has taken on an importance far beyond the static dictionary definition of "to dispose of or to transfer for money or other consideration."

First of all, management itself must be keenly aware of the fact that selling is the key to the continued strength and prosperity of our nation. The headlines of any morning paper demonstrate the urgent necessity today for keeping our nation strong. Therein

lies management's greatest obligation—to inculcate its salesmen with a full understanding of the importance of the work they do. Never has the salesmen's role in our national economy been so vital as it is today; never have his actions had the international impact they have today.

Selling makes jobs.

Selling raises the standard of living.

Selling, and only selling, makes prosperity.

Selling makes this nation strong.

A nation with a high standard of living, a nation with its productive plant going at full capacity, is a strong nation and a vigorous nation. This nation must be strong today. It must have this strength to give serious pause to those who would war against it.

Selling—forceful, intelligent, creative selling—brings about a full measure of the good things in life for everyone in a great nation. The benefits resulting to the people in such a strong nation are the best method of selling our way of free, democratic life to the peoples of other nations. No, the man selling in 1950 cannot be permitted to think his job is solely "to transfer his product for money or other consideration." Management must broaden the salesman's own attitude toward his job, and its national, even world-wide, contribution.

From my own observation it does seem to me that too many members of our nation's sales force have no studied significance of their jobs. Too many of them demonstrate a marked lack of the desire to self-educate. Too many of them never look beyond their immediate jobs, never search for greater potentials, greater possibilities, for themselves as well as for their companies.

A salesman to be successful these days must approach his job with intelligent curiosity. I am afraid that too many salesmen are not concerned with the serious factors directly affecting their jobs, their security, the security of their families and the security of their nation. It takes more than a casual glance at page one of your newspaper, followed by flicking the page quickly to the sports or comics section of the newspaper, to appreciate the significance of these outside forces.

### ***Broader Concept of Selling***

I do not mean to imply that the fault lies with the salesman alone. I don't want to be too rough on the members of our nation's sales force. I feel that failure on the part of our salesmen to have this broader concept of their jobs is definitely a lack on the part of management.

For example, does your salesman realize that when he takes an order he does more than complete a transaction wherein he receives a commission, or makes another step forward toward the filling of his quota? Does he realize that that order can mean employment for one, for five or for 20 or more men? Does he realize that the order means jobs?

I firmly believe that if our salesmen realized that their jobs directly affected the employment of countless others, they would approach their jobs with an even greater desire to do them well.

In this great country of ours today we have employed nearly 60,000,000 people. Our population today is just about 150,000,000. In the next few years our population will go up to approximately 156,000,000. In the next 25 years it is expected to go up to 185,000,000.

What these figures mean is that within five years this nation is going to need 65,000,000 jobs instead of the present 60,000,000. Where are those jobs going to come from? They must come from salesmen.

Let me illustrate this. We have 60,000,000 employed today. Where do they all come from? Actually, for this country to get along today we need only 20,000,000 jobs. It is a fact that we can supply all the essential needs of everyone in this nation with 20,000,000 employed. It is the nation's sales force which is creating those other 40,000,000 jobs.

### ***Desire Must Be Sold***

Need—real need—exists. Desire, the I-want-to-own kind, has to be planted, stimulated and sold. Who needs a television set? Yet, at the end of 1949, some 3,700,000 television sets were installed in homes. Estimates for 1950 say there will be 7,000,000 sets in use when the year is up. Yes, no one needs a television set, but more than 7,000,000 will want them.

I repeat, desire has to be sold. Let me illustrate this further. A cigarette lighter is a fine accessory to own, but a paper match will do the trick.

An electric mixer is an excellent addition to the family kitchen, but a 25c egg beater—even a spoon and some energy—will accomplish much the same task.

Now understand, I have nothing against lighters, electric mixers or any of the other products which make life so much easier or so much more enjoyable. Without them our standard of living would be considerably lower.

The salesman sells the desire for these things that are not actually needed for our daily life. More important, in stimulating that desire, he creates a larger labor force, he accelerates the development of products which raise even higher our standards of living. Salesmen make jobs, and by so doing salesmen contribute vitally to our strong and expanding economy.

The time is at hand when salesmanship has become one of the most important phases of our economy. To keep our productive capacity going requires the world's best salesmen. This, gentlemen, is definitely management's responsibility.

Salesmanship has become a science which must attract the best trained minds. Too many companies have been prone to hire salesmen on a dollar-and-cent basis to fulfill a routine job.



Creative salesmanship required in a competitive and growing market necessitates better men. A much greater effort must be made today by management to interest the ambitious young man—the man who realizes the importance of selling—to the profession of salesmanship.

Why is it that today fewer young men are entering upon selling careers, when selling has become so important that the sales force should be a proving ground for top management? A survey, made as recently as two years ago, of the graduating class of a large university in New York revealed that only one member of that class elected selling as his chosen field. That statistic is an indictment of management. It is management's failure to view the sales horizon beyond product presentation and immediate profit.

In Boston, we have just started to do something to attract dynamic young men to the selling field. Last year the Sales Managers' Club of Boston launched a program with this goal in mind. Various members of the club spoke to the graduating classes of New England colleges in an effort to interest members of those classes in entering the field of salesmanship. The members of the Sales Managers' Club found they had gotten there too late; the graduates had already made up their minds. Most of them had already elected to enter the engineering end or the statistical end of business, and a great number of them wanted to know how they could start right out in the management end. Very few indicated any desire for a career in the field of selling.

### Selling Sales Careers

This year the club members are speaking to the senior classes of high schools. They are attempting to stimulate the interest of the pre-college men in the field of selling. They are encouraging these young men to plan their college careers with selling as their goal. They are suggesting courses in marketing, business administration, merchandising and all the subjects related to selling. From their experience of last year, members of the club realize that the time to stimulate interest in selling is before the young man or young woman embarks upon his or her college career.

We might stop for a moment and ask why is it that fewer of our young people want to make selling their careers? I think we will have to admit that the answer to that question is directly traceable to management. Business has not made it easy for the well-trained, aggressive man on the sales force. He cannot see rapid advancement; he cannot see wage increase. We need salesmen who can earn twice as much. Remember, the high price man who sells is always the low-cost man when the books are balanced.

Management must attract to the selling field young men and young women of sufficient vision to understand that it is up to them to provide

for those 5,000,000 additional jobs we're going to need by the end of 1955. Selling must have young men and women who realize that keeping our productive plant running at full capacity will be largely due to their efforts. And behind their efforts must stand a forceful, alert management, keenly sensitive to the world forces which are at play today.

This is management's major debt to its salesmen. This is management's major debt to its nation, its nation's future. This is management's major debt to itself.

**CHAIRMAN McCREA:** "Is Sales Training Necessary?" This is a provocative subject. To help answer this question, we've invited some salesmen and their customers to be with us this morning, via recordings. Please re-

member that the conversations you will hear are entirely unrehearsed and that neither the salesmen nor their customers knew these recordings were being made. We know you will be surprised at some of the things you hear, but we know that what you hear will be illuminating.

**(EDITOR'S NOTE:** At this point in the program, John Milton, manager, sales service division, AMI, commented briefly on the six recordings of salesmen and retailers. He pointed out the sales weaknesses and strong points; however, in each case the weak points were predominant. One of these recordings is reproduced in type. It represents a poor sales pitch that does little good for either salesman or his company. The letter "R" stands for the retailer and "S" for the salesman.)

## Selling Without a Future

ANONYMOUS RECORDING

R.—All right, I haven't got time to fool around. What're you selling? S.—What about chickens?

R.—What're chickens worth? S.—Same as last week, 2½'s, 41c.

R.—What else? S.—You want 'em. Couple of boxes?

R.—A couple of boxes? Smoked butts? What have you got in smoked butts? S.—I've got 'em but they're high. On 2's, 59. Can't promise them.

R.—59? Can you get some? S.—I can't promise them.

R.—Well, order 50 lbs. Two boxes that will be, then. Is that right? What else you got to sell? Don't you care about selling? Has this weather got you down or what? S.—I've been waiting in here. If I didn't care about selling I would have walked out. Do you want some chickens?

R.—Yeah, see how you talk to me. Right away you get tough about it. Where's my coupons? S.—You'll get 'em.

R.—When? S.—Say, by the way, fellow, why did you send those hams back?

R.—What hams did I order? One ham! S.—You order a case.

R.—One ham. S.—A case.

R.—I'm not talking about a case. S.—Are you talking about the small ones?

R.—No, no, the big ones. One ham, I said. Send one to try it out. S.—No, no. I said so much for one ham and so much for two, two more in there for a case order! I said I'll give you a case for such and such and you said all right order me a case.

R.—What about my coupons? S.—You'll get it.

R.—I talked to your boss the other day. S.—Did you?

R.—I went up and I asked him about the coupons. I said, what is the story on that. Well the salesman is supposed . . . And I said, well, I wouldn't

mention a name, but there is one that isn't coming through with his commitments! Isn't your boss a friendly chap? S.—Oh, yeah, we're all like that.

R.—But you're not carrying the banner like he said you should. He said that the salesman should do his job. Don't you feel an obligation to the company? S.—No.

R.—Not at all? S.—No.

R.—You don't give a damn? S.—No.

R.—Well, I just wondered. One year ago I was supposed to get a credit. Your company was to pay back the retailer 16c for each 15c coupon—a penny for the cost of handling. I haven't had the 15c. What have I got? Nothing! That's about \$60, that is. S.—How about hams? I've got to keep going. 20 to 22's you want?

R.—How much? S.—52c.

R.—52c? What about those small 4-lb. canned hams? What are they worth? S.—Yeah, yeah!

R.—What about frozen chickens? S.—I wouldn't go hog wild on that.

R.—The frozen chickens. S.—Are those eviscerated?

R.—Yeah. S.—I'll have to give you a ring on that tonight. Four pound hams—95c. One case?

R.—No, they're too high! S.—What're you talking about? They were a dollar and a half cent last week. Do you want 'em?

R.—Those eviscerated chickens . . . are you going to get me about six of them? S.—Well, I'll have to call and see.

R.—Let me check on those round hams. I don't know if I need any. How many come in a case, 6? Trouble is, like you say, I wouldn't go hog wild about them! Do you think they'll go down any more? Well, send me three of 'em, then. What else have you got? What's pork loins worth? Pork loins. Let's go! S.—Alright. Alright. They

went up a little bit. Pork loins are stronger—12 to 16's, 52c.

R.—52? S.—That's right.

R.—What were they yesterday? S.—51.

R.—That's a lot of money, isn't it?

S.—No! Do you want a hundred?

R.—How fresh are they? S.—We'll get you fresh loins tomorrow morning.

R.—52? S.—52.

R.—What are butts worth? S.—49.

R.—49! And ribs? S.—45.

R.—You better give me about 50 lbs. of spareribs and give me . . . uh . . . Is that the smallest you've got? Haven't you got any 50's. S.—No. Don't take 50, fellow! What are you going to do with 50 lbs.? They come 100 lbs.—100 in 12 to 16's.

R.—100 in 12 to 16's. That's all. I think I'm pretty well set. S.—I'll call you on the eviscerated.

R.—On the chickens I'll let you know. Are you going to do anything for me on the coupons? S.—Chuck will do something.

R.—Chuck will? What about you? S.—It's out of my hands.

R.—Out of your hands? Why? S.—Don't worry about it, the money's just like in the bank.

R.—Yeah, I wish it was in the bank . . . not just like in the bank.

**CHAIRMAN MCCREA:** Our recording guests have certainly been frank and honest with us. The evidence shows that sales training is necessary. Therefore, to tell us "how to organize a sales program," we've invited Mr. B. F. Bills, our final speaker.

Mr. Bills heads one of the country's leading sales consultant organizations, B. Franklin Bills and Associates, here in Chicago. He and his organization have aided in stepping up the sales of hundreds of companies and of thousands of successful salesmen. In his capacity as sales engineer, he has been called a "salesman to salesmen." He has specialized in selling the idea of better selling to salesmen in every

field of business. And the idea of better selling is something we're all interested in.

Our speaker worked his way through the University of Chicago and later through its law school. He has served as an outstanding trial lawyer and as a successful private business man. As a lecturer at Northwestern University, as a writer on salesmanship and as a speaker much in demand before all types of audiences, he is regarded as one of the best speakers in the country today on the business platform.

## Training Musts

### BILLS

**P**RODUCT-TRAINING and training in presentation are often confused, and are sometimes erroneously believed to be in conflict.

Training in product-knowledge and training in the presentation of the product should go hand in hand, with each tied into and supplementing the other.

Contrary to some thinking, experience rather conclusively establishes that, while knowledge of the product is indispensable to its effective presentation, just as a pattern of production must precede the processes of production, so a pattern of presentation, insofar as salesmen are concerned, should precede detailed study of the product.

When salesmen see that, in order to sell persuasively, they first must think clearly, and support their thinking by a substantial and technical knowledge of their product, they become additionally receptive to product study.

Many companies err in giving sales trainees the same approach to product-knowledge as they give to trainees for production and administration.

The places of emphasis in respect to the product, from the point of view

of the buyer, are considerably different from that of the producer.

Much time and much interest are also lost in giving sales trainees the same long period and wide expanse of product training as is given to trainees in production and administration.

Inasmuch as trainees are being prepared for different jobs, the emphasis in their training ought likewise to be different.

**EDITOR'S NOTE:** This has been a summary of Mr. Bill's discussion of sales training. A goodly part of his remarks dealt with analyses of the salesman-retailer conversations presented by recording earlier. The salient criticism found in each salesman's approach was that he did not attempt to help the retailer in any way and, especially, to put more money in his pocket. After the salesmen have run their list of items and taken the usual orders, Mr. Bills suggested they have something further to offer the buyer. He then played a recording in which the salesman broke down the buying opposition of a gruff-voiced retailer.

This packer representative offered to stage a display promoting a special ham. He was willing to come at night after store hours to set up the display. All arguments about price, consumer demand and the possibility of losing sales on other items were answered by the salesman on a factual basis. He told how the ham had been merchandised successfully in other similar locations and how one retailer pocketed so many extra dollars each week. The simple logic of his arguments and the clear dollar sign which he kept dangling in the retailer's mind earned this salesman the business he sought. Proper training paid off.



A PARTIAL VIEW of the guests in attendance at the Wilson & Co., Inc., Chicago, cocktail party. Held in the governor's suite, this affair preceded the annual banquet.



SAFETY SAM of the AMI was a convincing demonstrator of packinghouse safety equipment in the foyer of the meeting hall. Among the items he displayed were hard bill hats used on the killing floor, boner's apron and mechanic's gloves.

# LIVE STOCK



A. B. MAURER



DR. KRIDER



AL HALLER



J. MADIGAN

**T**HE livestock section meeting convened at 2:20 p.m. Friday, September 29 with A. B. Maurer, president, Maurer-Neuer Corporation, presiding.

**CHAIRMAN A. B. MAURER:** We are holding the livestock section meeting for the first time since before the war. Most of you will recall with pleasure, as I do, the sessions which we have held on practical livestock problems. I believe that the program we have to offer today is up to the standard expected of this meeting, with speakers of outstanding merit on subjects of importance to all segments of the livestock and meat industries.

Our first speaker was born and reared on a general livestock farm in western Illinois. As a boy, he knew the day-to-day problems of raising all types of livestock. He was an active member of the 4-H Club and the Future Farmers of America. Later he entered the University of Illinois where he earned a bachelor and a masters degree in animal nutrition and livestock production. In 1942 he received a Doctor of Philosophy degree from Cornell University, completing advanced work in animal husbandry and animal nutrition, physiology and genetics. He returned to the University of Illinois as a member of the animal science department staff, and in 1946 he became head of the swine division of the animal science department. Just this last year he was a co-author with Dr. Carroll of the textbook "Swine Production." He left the University of Illinois in July this year to become director of research and education of the McMillen Feed Mills, Inc., Decatur, Ill.

May I present Dr. J. L. Krider, who will address us on the subject of "Scientific Advancement in Meat Animal Production."

**J. L. KRIDER:** In the past half decade tremendous strides have been made through the application of scientific findings toward the more efficient production of meat animals.

**1. Fractionation of Life Cycle into Nutritionally Critical and Non-Critical Periods:** For many years the poultry nutritionists have recognized the importance of fractionating the life cycle of production into critical and non-critical phases, nutritionally, and feeds have been formulated accordingly. The critical feeds are starter rations, broiler rations, and breeder feeds, whereas feeds for later growth (growing mash) and feeds for layers are less critical from a nutritional standpoint. Workers at the Illinois Station pioneered the philosophy that there were nutritionally critical and non-critical periods in the life cycle of swine and the results of their research on this are paying dividends in many thousands of hog operations in producing pork more efficiently.

Workers at Iowa State College, Michigan State College, the University of Illinois, and others have, and still are, contributing new links that have been missing in our knowledge of better nutrition during the nutritionally critical periods, i.e., gestation, lactation, and early growth of the pig to a weight of 75 lbs., particularly under dry lot conditions. Sow and pig feeds including pig starters should be, and in most cases are, formulated with care to supply the essential nutrients including unidentified factors. The nutrients supplied include the minimum requirements plus a safety factor.

When these principles have been applied in swine feeding, it has not been uncommon to market the pigs at five

to five and one-half months of age rather than six to seven months of age. Unfortunately, many researchers in swine production shy away from studies of nutritive requirements for gestation and lactation, because of the difficulties involved. Most efficient production cannot, and will not be attained until the nutrient requirements are known and are met most economically during each phase of the life cycle.

**2. Residual Effect of Good Nutrition:** Two classical examples of the residual effect of good previous nutrition are mentioned here to emphasize the tremendous importance of this principle. At the Illinois Station (*Journal of Animal Science* 5 (4): 256, 1946), the importance of adequate nutrition during pregnancy of gilts as a factor in promoting successful lactation was demonstrated. Two groups of gilts were fed the same basal ration, with one group kept in dry lot and the other group kept on fall-sown rye pasture during gestation. Both groups were kept in dry lot during lactation.

The residual effect of rye pasture was shown by a survival of 90 per cent and an average weight of 27.4 lbs. for pigs from dams so fed compared with a survival of only 26 per cent and an average weight of only 17.1 lbs. for pigs from dams fed only the basal ration during both gestation and lactation. The residual effect manifested was probably due to a storage of nutrients in the tissues of the gilts while on rye pasture. These reserves were then used during lactation, thus enabling 64 per cent more of the pigs to survive and make 60 per cent heavier weaning weights.

At the Wisconsin Station, the average 56-day weight per pig was 36 lbs., 30 lbs., and 27 lbs., respectively, for February, March and April farrowed pigs. The explanation for the fact that February farrowed pigs were 33 per cent heavier than April farrowed pigs was that the residual effect of good nutrition from the previous pasture season was more apparent in early farrowed litters. Even residual effect



cannot be expected to last indefinitely.

These and other data emphasize that swine should have the benefits of excellent pasture as much of the year as possible, particularly during the nutritionally critical periods. Green succulent pasture is of particular benefit to breeding stock. This residual effect principle has been demonstrated under drylot conditions when a period of adequate nutrition has been followed by a period of inadequate nutrition.

**3. Vitamins Play Important Role:** Although the need for fat-soluble and water-soluble vitamins has been known for many years, some of the most significant contributions to our understanding of optional allowances, particularly for swine, have come during the past few years. Ohio workers showed that the growing pig not exposed to direct sunlight needs 90 International Units of vitamin D<sub>2</sub> or D<sub>3</sub> per pound of ration and that vitamin D<sub>2</sub> and D<sub>3</sub> are equal, unit for unit, for the pig.

### Pig Requirements Listed

During the past decade, research has shown that the pig requires thiamine, riboflavin, niacin, pantothenic acid, pyridoxine, choline, folic acid, biotin and vitamin B<sub>12</sub>. Of these, only riboflavin, niacin, pantothenic acid and B<sub>12</sub> need to be considered in practical pig feeding. Results from Illinois and Michigan show that certain practical drylot rations are too low in riboflavin for young pigs. Illinois reports indicate that the weanling pig needs about 1.4 mg. of riboflavin per pound of complete ration for optimum growth. Certain gestation-lactation rations fed to brood sows in drylot are too low in riboflavin for best results. Many feed manufacturers are routinely adding riboflavin to feeds for sows and small pigs.

Natural feeds can be selected for ration formulation which will supply plenty of niacin. However, it appears that certain natural rations may supply borderline amounts of pantothenic acid for early growth, according to reports from the Michigan and Illinois Stations. Michigan studies also indicate that runt pigs respond to high levels of niacin and pantothenic acid along with riboflavin. More research is needed on this problem in other swine producing areas.

Vitamin B<sub>12</sub> is apparently a more important factor in the ration of the baby pig before and soon after weaning than in rations of sows and heavy growing-fattening pigs. The vitamin B<sub>12</sub> requirement for early growth is apparently within the range of 8 to 10 micrograms per pound of ration, according to reports from the Illinois and Iowa Stations. Condensed fish solubles, fish meals, milk and certain fermentation by-products are practical but variable sources of vitamin B<sub>12</sub>.

There appear to be at least two unidentified vitamin factors which are a part of the APF complex. The significance of these factors in practical feeding of swine and poultry will not

be thoroughly evaluated until much more research is done and the nutrients are identified.

**4. Antibiotics:** Certain antibiotics, sometimes referred to as the wonder drugs, promise to increase growth rate of healthy, normal chicks, poults, and pigs by 10 per cent to 20 per cent when an ample level of antibiotic is added to completely balanced rations. For pigs afflicted with certain bacterial or virus conditions, even greater growth responses than 25 per cent have been reported. An antibiotic is a compound produced through fermentation by living organisms which destroy other living organisms.

It is presently believed that the growth response of pigs and young poultry to antibiotics is due to controlling the bacteria in the intestinal tract. Penicillin, aureomycin, terramycin, streptomycin and bacitracin are antibiotics that have been fed to young pigs and poultry with variable results. It already appears that all antibiotics are not equally effective, and that the ones most effective in promoting chick and poult growth may not be the same ones that are most effective for young pigs.

Two things are certain about antibiotics: (a) they will not make a nutritionally deficient ration an adequate one so they can be looked upon only as something that can be added to good rations; and (b) they open to research workers a challenging but very complex field of study, namely, how can man control the microflora of the gut to produce healthier, more efficient animals.

### Precautionary Measures

How do we know that some of the synergistic microflora may not be destroyed along with the antagonistic microflora so that in the long pull we may do as much harm as we do good by feeding antibiotics? Only much sound research can give us the answer. This is, to me, an area of scientific advancement that swine and poultry raisers will want to follow carefully during the next few years. When growing animals are forced to grow 10 per cent to 20 per cent faster than previously, we place greater stress upon the need for all essential nutrients that are needed for growth.

One word of caution seems to be in order about antibiotics. Workers at the Texas Station have actually killed mature sheep by feeding an antibiotic. Presumably the antibiotic destroyed the microflora of the paunch so that the sheep was not properly nourished as certain microflora did not synthesize essential nutrients needed by the sheep. Reports have shown variable results on the use of antibiotics for young calves during the first few weeks of life to control scours. During the early life of the calf, the rumen has not developed, so the nutrition problems are similar to those of swine and poultry. After the rumen of the calf begins to develop, antibiotics will be of very questionable and doubtful value.

**5. Trace Minerals:** Certain areas in Indiana, Illinois, the Great Lakes region and the Northwestern States are deficient in iodine to the extent that iodine should be included in rations of breeding stock. A report from Purdue (Journal of Animal Science 7 (3): 298, 1948) shows that many newborn pigs in certain areas of Indiana showed evidence of enlarged thyroid glands on autopsy, even though there were no apparent external symptoms of iodine deficiency. The sows had been fed rations containing ordinary salt instead of iodized salt. Many such pigs are weak at birth and die soon after farrowing. Similar findings were reported on sheep.

Such losses may be prevented by feeding stabilized iodized salt or feeding mixtures which contain stabilized iodine.

### Manganese Supplement

For pigs raised in confinement without access to soil, supplemental manganese should be supplied for most efficient gains, according to Wisconsin Station results (Journal of Animal Science 9 (2): 170, 1950). A ration containing 12 p.p.m. of manganese was improved for pigs confined on concrete by supplying an addition of 40 p.p.m. manganese. The specific manganese requirement for growth, reproduction and lactation is still an unknown quantity. Until more is known about this requirement, I believe we can safely use the additions that are recommended by the National Research Council for poultry rations as a guide.

Cobalt is essential in ruminant nutrition, and has received much attention since the discovery of vitamin B<sub>12</sub>, which contains cobalt as part of its chemical structure. It is thought that cobalt has an essential function in the production of some sort of appetite-stimulating factor by the flora of the rumen. Feeding cobalt to ruminants deficient in this element in numerous experiments has brought about a rapid increase in appetite and body weight, whereas injections of cobalt have usually given very little or no response. Apparently cobalt is needed by the flora of the paunch, which synthesize essential nutrients needed by the animal. All of the known water-soluble vitamins, including vitamin B<sub>12</sub>, are synthesized in the paunch. Perhaps this is why we hear the saying that "a pig with steer or cow manure over his ears is nutritionally blessed."

In Wisconsin, Michigan, New Hampshire, North Carolina, Florida, and New York, at least, the feeding of 2 grams of cobalt sulfate or other soluble cobalt salts per ton of feed will prevent cobalt deficiency. A level of 4 to 6 grams per ton of high protein feed should be ample for cattle or sheep.

Iodine, manganese and cobalt can all be very economically supplied to farm animals in trace mineral salt or in properly formulated mixed feeds and concentrates.

Several elements have been reported to occur naturally in forage in very

small quantities and yet are very toxic to cattle. They are selenium, molybdenum and fluorine. Molybdenum poisoning has recently been pointed out to be the cause of a disease which affects only cattle and sheep. The disease is characterized by a severe diarrhea and a peculiar change in hair coat color. Black coated cattle become grey and those with red coats change to a dirty yellow color. The average death loss is about 80 per cent. Dairy cattle are more susceptible than beef cattle. Horses or poultry on the same range as cattle show no visible signs of toxicity or change in color pigmentation.

It has been recognized that the excess of molybdenum produces a condition in cattle resembling copper deficiency. For this reason a small amount of copper sulphate was added to the drinking water to alleviate the molybdenum poisoning. There is some evidence that when the soil is alkaline, the copper which is present becomes tied up and as a result molybdenum becomes more available to the plant. The addition of copper salts to the feed or soil counteracts this condition. New developments on this and other soil-plant-animal relationships should be followed carefully by meat animal producers.

**6. Synthetic Diets for Baby Pigs Show Nutritional Possibilities:** If baby pig mortality could be reduced from the present 35 per cent to 40 per cent down to 10 per cent or 15 per cent, how much cheaper would pork be to the consumer and return as much profit to the hog producer as he makes today? I can't answer this question exactly, but I believe my pork cuts would cost me 50 per cent less if this goal were achieved.

Through the use of synthetic rations for baby pigs from two days of age to weaning, workers at the University of Illinois have shown that mortality can be reduced to 10 per cent or even less, and that pigs can weigh 50 per cent more at weaning time when artificially fed than when they are raised under practical conditions. The secret of this success, I believe, lies in (a) getting more nutrients into the baby pig and (b) reducing hazards and discomforts to the pigs. If the principles discovered in the baby pig studies at the University of Illinois and elsewhere could be applied in making practical rations for baby pigs so each sow could raise three litters per year with only 10 per cent mortality and 50 per cent heavier pigs at eight weeks of age, who knows what the effect would be on the meat industry?

Until then, practical hog producers must apply all tools to do a more efficient job. These include applied management factors such as: (a) creep-feeding; (b) use of pig brooders; (c) use of sloped farrowing floors; (d) use of guard rails; (e) use of the farrowing crate principle; (f) and religiously following a sanitation and disease control program.

**7. Parasite Control:** Two major developments have appeared that have been of great value to the industry. (A) The feeding of sodium fluoide as

1 per cent of the thoroughly mixed ration for 24 hours to remove roundworms from pigs has been of inestimable value to hog producers who have failed to carry out the McLean County system of swine sanitation. (B) The application of benzene hexachloride (BHC), lindane and other insecticides to cure or to control mange and lice has made it very easy for the hog producer to rid his herds of these pests. These and other new insecticides also have enabled our beef producers to market animals that have made more efficient and faster gains.

**8. Some Trends in Breeding for More Efficient Production:** While space does not permit a detailed account of the tremendous efforts being put forth by swine breeders, I believe there are four significant points to consider.

A. Production records will become increasingly important in swine production, and will receive more attention in sheep and beef cattle production during the next decade.

B. Inbred lines of swine should find a rightful place in the production of seedstock. I hope that we may have fewer progaators and more breeders in the future.

C. Tremendous numbers of hogs are crossbred for commercial production. The crossing programs should be more carefully planned and controlled

through the use of production tested seedstock in the future.

D. There is a definite trend toward a longer hog that has less back fat at choice market weights. The relatively high heritability of length of body in hogs should give encouragement to breeders who strive to produce hogs with greater length. Fatness is affected greatly by feeding, too! To produce the hog that the consumer wants, the producer must breed them right, feed properly and finally, sell the hogs at the proper market weight considering the type of hog and the demands of his particular market.

**CHAIRMAN A. B. MAURER:** Our next speaker is resident manager of some very successful livestock farms in Wisconsin. He specializes in breeding dairy cattle and in operating a successful commercial pig hatchery. Mr. Haller manages a productive herd of registered Holstein-Friesian cattle with an average of 455 lbs. of butter fat for 25 cows milked twice a day. A large part of his success in obtaining this high productivity is due to the fact that he harvests alfalfa and other crops at a time when they contain the maximum vitamins and other nutrients. I think it would be particularly interesting for Al Haller to tell us just how he got to be such an outstanding commercial breeder of feeder pigs.

## Life in a Pig Hatchery

HALLER

**M**Y PRESENCE addressing the single most important group in the livestock business represents the growth and, I also believe, the importance of the pig hatchery and its future development. This is a long call from the first individual that I talked to about pig hatcheries. This man stopped at our barns five years ago for a visit and saw a representative batch of pigs that had just been weaned and processed and were ready to go. He took a look at the pigs, commented that they were just what he wanted, and offered me \$20 per head. I can assure you that this visitor had a batch of pigs in one awful big hurry.

From this first visitor to the next customer, then the first group of agricultural students, the interest grew. More students, more farmers, and more articles in popular publications soon spread the word. Interested visitors, farmers, and hog feeders from all over the United States spread the interest. Radio talks by some of the nearby members of your organization, namely Oscar Mayer & Co. through Roy Ormand, farm service director, gave it an early and prolonged boost. More national publications and more interested visitors came from some of the larger and more important agricultural groups and organizations, until here

I am talking to the American Meat Institute.

Just what is a pig hatchery?

A pig hatchery is an organization set up to farrow pigs and sell them shortly after weaning as feeders to be finished by the prospective customer. Our policy is to sell nine-week old pigs de-wormed, de-loused, vaccinated, castrated, and started on grain.

A pig hatchery is best described by what it is not:

1. A lady visitor looking for incubators.

2. It is not new; we have a) Feeder cattle, b) feeder sheep, c) chicken hatcheries and d) 22 feeder pig markets in Wisconsin. Problem of the buyer and risks include: a) Disease, b) castration, c) vaccination, d) parasites, e) lack of uniformity and f) breeding.

What can a pig hatchery do for you?

Furnish clean, healthy pigs, at a time suitable to each farmer's operation, and use the best breeding stock because of the economy of large scale operation. It can eliminate the most risky part of the hog business.

All good livestock programs can be organized into three distinct operations: Breeding, feeding and management. All three are distinct but are useless unless coordinated.

Breeding includes two programs: →

**Selection for herd replacements.** Basic operating unit is a brood sow or, a better term, a dairy sow. Milking ability is a critical factor. There are certain important and unimportant factors in selecting for herd replacements.

**Selection and breeding for feeder pigs.** Heavy milking sows are crossed with boars of proved rate of gain. Length is important in the boars. We are now using inbred Poland China boars from the University of Minnesota, purebred popular Hampshires, spotted Poland China boars of extreme length, and a Beltsville inbred Landrace Black Poland. Merchandising is a factor in the selection of boars. Extreme meat type pigs are not as salable at nine weeks while the "roly-poly" type with length is the most popular. The sales package must be considered.

Very little selective mating is done other than for some herd replacement. Pen breeding is not practiced because of additional labor required. Sows are retained in the herd until they start to farrow small litters. The average is six litters and a few have as high as ten. The average sow produces five litters in two years.

### Self-Feeding System

The entire system is based on complete self-feeding; there is absolutely no hand-feeding.

Dry sows are self-fed with a grain mixture in one feeder; self-fed a protein concentrate in another; whole alfalfa from a rack except when on alfalfa pasture; and self-fed salt and feeding lime in another feeder. The sows before farrowing, by most Corn Belt standards, would be considered fat, but I want them in such condition. Such sows wean heavier pigs without going down too far in flesh.

In feed the important single ingredient is alfalfa. Alfalfa must be of the superior kind that we are able to produce with the aid of a hay crusher. We use 40 per cent ground second-crop alfalfa; 30 per cent corn; 30 per cent oats; 1 per cent feeding lime; 1 per cent trace mineral salt; the self-fed protein supplement of one-third meat scraps and two-thirds oil meal with 1 per cent Aereomycin fortified APF.

Second cutting alfalfa hay is fed loose in special racks. During the winter season, feed and water are placed at the far end of the concrete yard in which the sows are maintained during the winter.

Pasture is another important factor.

The milking sow ration is 15 per cent second-crop ground alfalfa hay; 15 per cent protein concentrate; 5 per cent ground corn; 10 per cent wheat; 55 per cent ground oats; 1 per cent trace mineral salt, and 1 per cent feeding lime.

Sows are taken from the dry sow lot approximately five days before farrowing and are self-fed this ration from then until weaning. Enough second-crop whole alfalfa hay is set on

the floor to last for twenty-four hours.

Weaned pigs are fed the milking sow ration until at least 75 lbs. in weight. A pig is never fed more corn than this 5 per cent ration because it adds to digestive and disease troubles.

The operation requires the services of two full time men on the basis of 100 sows per man. However, these men work in the fields and do other work at different times of the year. A well-organized hatchery should operate on the basis of at least 100 sows per man. The single largest expense item is labor. A large share of the organizational setup is due to the attempt at reducing labor costs.

Dry sows when in the lots have enough self-feeding capacity to require filling only one day per week. Self-feeders in pens require filling twice weekly. An additional benefit of the system is the absolute certainty that the animals are fed. Water supply is completely automatic at all times; automatic fountains eliminate labor necessary in hand watering and insure that the animals have water at all times. This is a must under the dry-feeding system. Winter housing for dry sows is a simple steer shed boarded up with rough lumber. An oversized door permits the use of a hydraulic tractor manure loader in cleaning this shelter every two weeks during the off pasture season, a labor-saving measure. Individual pens are used. Each pen is equipped with a one-hole self-feeder, automatic waterer, heat lamp in a corner brooder, and guard rails. The pens are arranged with a drive-through alley with a row of pens on each side. This arrangement, because of the self-feeder and the automatic waterer being in the front of the pen, encourages efficiency.

The other factors of construction and arrangement are all part of a system:

The sloping concrete floor is a sanitation measure.

The location of the self-feeder and the waterer in the front or lower side of the pen causes accumulation of manure in the small lower area of the pen.

Drive-through alley with the feeders at the front of the pen facilitates feeding.

Placing the brooder at the back of the pen on the high, dry, and quiet side is the best arrangement.

The arrangement and system are conducive to rigid routine. Such routine is essential in any efficient operation. Livestock in particular, respond to routine.

Sanitation does not consist of any single operation but is more a general problem of management. The basic operating unit is the farrowing pen. This pen is completely scalded with live steam with the use of a Steam-Jenny and a strong detergent and steam pressure are employed in cleaning. The same Steam-Jenny is also used to sterilize and clean the hog lot where the sows are run during the winter.

The sow, herself, is prepared for the

sterile farrowing pen by being scrubbed before she is placed in it.

She and her litter are never moved from the pen until the pigs are weaned at eight weeks. No one is allowed in the pen. In case of suspected disease, the pen is locked and no one is allowed to enter. Cleaning is done with a separate scraper and scoop used only in these isolation pens. Visitors are not allowed in pens, yards or pastures and trucks are not allowed anywhere but on the main driveway.

Breeding stock purchased is pre-tested at the point of purchase and re-tested for 90 days in isolation when it arrives. Animals are closely watched for any symptoms of disease and suspects are immediately isolated.

Cement pen floors and cement yards are a part of the sanitation system. All pastures are only used for one reason. Pastures too distant from the buildings that would require driving stock over possibly infected ground are eliminated or the animals are hauled. Automatic drinking fountains and self-feeders are sanitary.

The only men allowed in the pens are the men working in the particular barns. None of the other farm help is allowed in them.

### How Price Is Figured

Our system, whereby we have only two classes of livestock—either sows or suckling pigs—is also a measure of sanitation. The sows are known not to harbor too many parasites. They cannot harbor too many diseases because they are culled as they become ill. All pigs are moved out at nine weeks of age, thereby eliminating the possibility of stepping up the virulence of a disease by its progress through various ages of pigs.

Sanitation is one of the reasons why we have never had baby pig disease. Rigid routine and proper nutrition are measures of sanitation because animals properly handled will have good health and resist disease.

We have avoided some of the accepted processes. For example, we do not clip baby teeth, we feed no coal and we feed no minerals other than traces of mineral salt or lime salt.

We arrive at a price for our pigs through consideration of two factors: a) The going feeder pig rate at feeder pig markets, and b) what the traffic will bear. We have two grades—the very good and the best. At the present time, we are selling pigs for \$16 and \$17 per head. We also have a huge demand for breeding stock and we sell gilts at nine weeks of age selected from good dams for \$18 each. Pigs are grouped at weaning time according to size and remain in this group until the customer picks them up or we deliver them. The batches of clean pigs under clean surroundings make sales easy.

At the present time, we are able to furnish only one-third of all the



pigs ordered. Instead of expanding our own operations, we decided that it would be more economical and safer to attempt to expand through associate producers. These producers, who are hog men with good reputations, are advised to use either our stock or stock of similar breeding in order to standardize our production. They are also required to abide by our sanitation system or a system that I decide is suitable for them. They are subject to our periodic inspection. At the present time, we have five such associates who are cooperating with us.

The constant and increasing demand for feeder pigs is proof of the need for a service of this kind. It could eventually be a real advantage to the packing industry in that it could help level off production due to the fact that every hatchery to be economical, must farrow 12 months of the year. This could mean leveling off of the peaks of production in the packing industry. The hatchery system could also contribute to the control of quality through development of more centralized, large producers similar to the hatcheries. The type of pigs produced could certainly affect the

swine industry in general. The hatchery could be as big a help toward producing a meat type hogs as any other single factor.

**CHAIRMAN A. B. MAURER:** Our next speaker is generally recognized as one of the most successful beef producers in the country today. In the last two years he has extended feeding and breeding operations to the South. Mr. Thompson, who at times feeds between 5,000 and 7,000 head of cattle, graduated from Purdue University about 30 years ago and then continued on the staff of the University for a couple of years. By that time he had definitely decided that livestock raising was his forte and, after a brief association with a Chicago livestock commission company, he returned to his home near Terre Haute, Ind., to start raising cattle. Paul Thompson is now restricting his operations to grass range production and has developed a successful scientific program which is the envy of scores of other feeders. He is a past president of the Indiana Cattle Feeders Association, and will now talk to you on the subject "Cotton Patches to Cattle Country."

## New Livestock Horizons

—THOMPSON—

**PAUL THOMPSON:** Years ago, when I was working on the Chicago market I had an ambition—a sort of a college graduate's brain storm. I had read a book about the black belt of Mississippi and Alabama. To a boy who had grown up on an Indiana farm, where land values are high and where we even begrudged an acre or two of over-grazed grass to an old milk cow, that booklet painted a very attractive picture. So I promoted the idea among a couple of old gentlemen here in Chicago that if they would put up the money, I would go down there and make an investigation of that country and then, if it looked good for a cattle production area, and if they put up the money, I'd go down there and run it.

These two old gentlemen gave me \$100 and I got on a train and started to the little town of Macon, Miss. I spent ten days and made a very favorable report. However, within a few short weeks the first World War started and nothing came of the plan.

To me it is quite gratifying to be able to go down there after all these years of hard work and pleasure in the cattle business and be able to start an operation with the same town I visited in 1916 as my headquarters.

I would like to comment that the southern areas that extend through Louisiana and Mississippi, Alabama and Georgia—I could mention others, but I am rather familiar with those—offer opportunities for beef production that we know nothing about in Indiana, Illinois, Iowa, Kansas, Nebraska, or in

the Dakotas or Oklahoma or a lot of other states. Before I give you that answer I need to give you a little of the background of the country.

Of course, you drive to Florida and make observations on one side of the highway and then on the other. The possibility of low cost beef production doesn't scare the Corn Belt operator any more than the story of the use of hormones in the production of pigs and poultry scares the average beef cattle man in southern territory—we don't see much of the effects of hormones. However, it may some day enter into the deal. Our competition with poultry and pork may some day be so serious that we will really have to do a good job in the cattle business. We have not made too many advances in beef cattle production in the last twenty years.

### 6,500 Steers on Grass

Two years ago we had 6,500 head of steers on grass. I might ask any of you, "How about that? Did any of you have a thousand head of cattle on grass in Indiana?" You would say, "No."

Some of that area is eroded and some of it is woodland, but there are thousands and thousands of acres that really offer unlimited opportunity in cattle production. You have to study a little of the history of the area and the habits of the people to be able to understand why there is a pioneering opportunity in the United States.

The black belt of Mississippi and Alabama is a beautiful country. It covers an area approximately 15 to 20 miles

wide and about 150 miles in length. It is shaped like a boot, extending along the eastern portion of Mississippi from north to south and then swings eastward throughout central Alabama. This area was settled about 200 years ago and, for the most part, by good American pioneers from North Carolina and Virginia.

The old plantation mansions which remain tell the story of years of prosperity. Cotton was a profitable crop and about the only one. Not enough corn was grown even for mule feed. Neither the owner nor the negro helpers knew or cared to know anything but cotton production. Then came the boll weevil, which entered the United States from Mexico, across Texas and Louisiana, in 1914. Within one year it became a serious menace to cotton production. Entire crops were lost. No remedy or treatment was known during the early years of infestation. Even today the poisoning of cotton for the elimination of boll weevil is a very major item in the cost of growing cotton in Mississippi. I know of some fields of cotton this year that have been poisoned as many as seven times, at a cost of \$1.75 an acre for each operation.

During the early years of the boll weevil, plantation owners used their cash reserves to meet the expenses of supporting the negroes and the mules, rarely making any money. Then the depression of the early thirties brought conditions which were fatal to many plantation owners. Foreclosures were widespread. Three acres out of every four came into possession of banks, insurance companies or other lending agencies. This does not include other acres which were heavily mortgaged. The country was almost without capital. Many people, both white and colored, left. It became a neglected area which offered a sad picture.

### Climate is Favorable

Acreages of the plantations are large, yet in many cases only a few acres are cultivated. Small cotton patches here and there and small corn fields here and there with negro cabins, badly run down, are scattered about with much of the land growing up in Johnson grass and weeds. Part of this the negro cuts for hay for a cow or two and a mule or two. Cultivation of the soil by the negro tenant is most pathetic. In many cases an underfed mule pulls a 6-in. plow. So much for the history of the black belt of Mississippi, or perhaps I had better be more specific and say, so much for the history of some of the plantations that I purchased.

The black belt has a very favorable climate. I want you folks to realize that I am not planning on selling any real estate in the black belt of Mississippi. The winters are mild with few freezes and little or no snow. No housing is required for beef cattle. The pasture demonstrations to be discussed later were, for the most part, carried on without any housing for the cattle. The summers are moderate, but somewhat monotonous. However, the nights are usually comfortable due largely to the

trade winds from the gulf. The annual rainfall is about 55 in., which is rather well distributed throughout the year. The growing season is long, which, with highly improved pastures, provides all year-round grazing. This is a most important factor.

Soils are largely clays and loams and mostly black, hence the name black belt. In other areas there are different types of soil—sandy loams, and so forth. I don't want to give the impression that the black belt is the best area, but that is the one we are working in and that is the one I am talking about. I think there are other areas that probably offer as good or better opportunities. Evidently in their original state the soils were very productive. Stories are told that at one time the cotton grew so tall that a man on horseback could not be seen very far down a cotton row. One field across the road from a plantation that I own has been in cotton continuously for 108 years. Clean cultivation has been practiced throughout the years, which will deplete any soil in any country of its humus content and bring about a bad physical condition of the soil. Fortunately the soils of the black belt will hold any organic or mineral material added to them and they show a wonderful response to good treatment.

### Topography and Grasses

It is a tough soil to work. Seed beds are not prepared easily. The soil and climate are such that row cropping is difficult. The soil will be too wet to work today, just right tomorrow and too dry the next day. Imagine trying to plant corn or cotton when you have conditions of that sort.

Johnson grass is really a tough weed pest in row crops, particularly during rainy periods when it's too wet to cultivate. Other grasses and even legumes become weed pests in row crops. Today I can show you corn fields where the corn is hidden by the growth of grasses. The black belt of Mississippi is a natural grass country and, with a little help and development, will be a great cattle producing area.

With so much rainfall the topography of the land needs to be somewhat rolling for satisfactory pastures. A friend from Texas while visiting me in Mississippi made the comment that if he had our rainfall what a job he could do in Texas. I knew his country and replied, "As flat as your country is, if you had our rainfall you couldn't grow anything but rice." Some of the land in the black belt is too level, but the greater part of it has a very desirable topography. It is gently rolling. Erosion is no problem. There is very little standing water and the mosquito and insect problem doesn't seem to be any more serious than on our farms in Indiana. Water for the cattle is abundant, either in wells or in ponds that are easily and cheaply constructed.

The topography of the country is such that it is easy to move over it with fertilizer trucks, mowing machines for pasture clipping, and with

farm equipment for seed bed preparation and grass seeding. In fact, I drive an automobile into any pasture except following heavy rains. I carry a set of mud grip tires that I put on to use even then.

The black belt is blessed with a number of native grasses and legumes. It is possible to develop fair pasture in Mississippi by increasing the phosphate content of the soil and clipping the weeds. Native grasses and legumes will start coming in on the land. Then, if they are not over-grazed and are allowed to reproduce seed and the competing seeds are kept under control, it is amazing the type of pasture that you will have after two or three years. We have one pasture of 1800 acres that has been handled in this way. The cattle on that pasture have done exceedingly well as to gain and flesh finish when fall came.

The extra shot of phosphate stimulates particularly the growth of legumes which, in turn, add to the nitrogen content of the soil. In the native condition of that soil legumes don't grow satisfactorily. You give a decent application of a phosphate and then your legumes. With the latter building the nitrogen content of the soil, in two or three years you have something that looks like land you could move back into \$200 and \$300 per acre country in Indiana and it wouldn't look too much out of place.

Chief among the summer grasses are Dallas grass and Johnson grass. They are well adapted and hardy as well as being palatable and nutritious. Tall fescue is an outstanding winter grass. The following legumes do well: white clover, ladino clover, crimson clover, black medic clover, hop clover, red clover, laplacia clover, persian clover, common lespedeza, kope lespedeza, and ceresia lespedeza. Some of them are winter legumes.

### Other Advantages of Region

Other factors of the black belt that should be mentioned are:

1. Good schools and churches.
2. Excellent main and secondary roads.
3. Abundance of labor.
4. Low land tax—about 25c per acre.
5. No tax on cattle.
6. Deductible income can be spent soundly to enhance the value of one's holdings—seed, fertilizer, pasture clipping, etc. Then, at any time you might decide to sell your holding, you enter that into capital gain. I think that was one of the factors that caused us to start an operation in Mississippi. At one time we unloaded 40 carloads of super phosphate in one batch and it cost us about \$29,000. Our grass seed at times has required considerable investment and our work in controlling the weeds in our pasture has taken quite an investment, but much of that has been deductible money. Today we have something that we are getting sort of proud of—something that is of value. We had a chance to

sell our holdings last week at an enormous profit over the cost in 1946.

### 7. Land values.

8. It is being developed as a cattle country.

The people of the black belt are excellent folks. Most of the white population live in the towns and have comfortable homes. Much of the land is owned by sons or daughters and others who live away. When I purchased the land I bought from one man in Hawaii, one man in Michigan, one man in Illinois and one in Washington, D. C.

With methods available for boll weevil control and cotton production owners are able to get livable returns, directly or indirectly, from the land. However, very few are able to produce from more than a small part of their land. For the most part, production is on the basis of a negro and a mule and there may be a good many of those units on a plantation. Many landowners' chief interest in the operation of their land is when the negro hauls the cotton into the gin and they get a check. The land owner may have a sizable acreage, but it will be operated in small units and the important man in determining the production from that plantation today is the negro, and the negro wants a patch here and a patch there.

### People of the Country

Some of the younger generation are progressive. They are diversifying their farm program and doing what they can with the resources at hand. The country is badly in need of capital. The negroes are, for the most part, very fine servants and they voluntarily act as such. They accept the white man as their boss. Many of them are not educated but most of them are intelligent. If the negro finds that you are fair with him and are interested in him, he becomes loyal. He will take a great deal of pride in his work and is a person that should not be sold short. He watches you, sums you up and catches you in a good humor and usually gets the best of the simple bargains between you.

I purchased one plantation of 1400 acres in Mississippi from a private banker who lived approximately 200 miles from the plantation. The chief reason he gave me for selling the plantation was that the negroes on it were getting too old to grow cotton. The facts of the matter were, the old negroes and their families were milking from 25 to 30 cows per family and were letting the land run into grass and were growing a little corn for their cows. They were getting a milk check twice a month. The owner of this plantation had not been on the land for a number of years and evidently knew nothing of the milk program.

It is easy to see who is the smart man on that deal. I could tell you a few things which were very interesting to me. We bought a tractor and put it on one farm. It was a brand

new large diesel tractor and bright red. We had a darky who operated it and we had a devil of a time even to get him off of it for lunch. He'd just sit up there driving that tractor right on through.

I had another darky who wanted to see me about something, but I always seemed to be in a hurry. Finally, one day he was filling my car with gasoline, and he saw that I was in a pretty good humor, so he said, "Mr. Boss, you know we don't get our Saturday afternoons off like most niggers do, we have to work all day Saturday." This isn't the custom down there, and John L. Lewis doesn't have anything to do with that part of the program, but the darkies down there don't want to have to work on any part of Saturday. They use Saturday to arrange for their weekend social activities.

This boy said, "You know we need our groceries pretty bad, and it is a little hard to get to town." He said, "We goes to church on Sunday, and we was wondering if we couldn't drive the jeep." I said, "Speak to Mr. Baker, my foreman, and he will give you an answer." He said, "We done spoke to him and he didn't know. How about it?" I said, "I will talk to him. Do you drink any whiskey? Do you get drunk on Saturday night?" He said, "No, boss, I'se a deacon in the church. I don't drink whiskey." Well, he was two or three or four weeks asking for that jeep, but he got it.

We had a negro on one of our places who was brought before the court for operating a moonshine still. Among the various questions that the judge asked was this: He said, "Walter, did you know that moonshine still was there?" The negro answered, "Judge, every nigger within ten miles knows that moonshine still is there, but it sure hain't mine." The judge let him off.

### Power of Suggestion

One day I was down riding in the pasture and came upon a couple of negro boys working the cattle. I asked them about the cattle and one thing and another and finally one of them rode off and the other stayed and he said, "Mr. Paul, don't you think that suit of clothes is getting just a little bit dingy looking?"

I said, "Well, I don't know."

He said, "Well you know, that suit wouldn't look bad on me." He got the suit of clothes later.

You can't sell them short.

I went out to the farm one morning and we had had a rain the night before and I asked the old darky, "Did we have enough rain last night?"

He said, "Yes sir, Boss, sure did, because the moisture done met." To me that makes sense. How many of you can think of a better way of describing the condition where the moisture from the top has met the moisture from below? You can't sell the old darky short.

This country is in need of a new

agricultural enterprise. Mr. Newell, head of the animal husbandry service at the State College in Mississippi, told me in a letter that I received from him this week that it has only been in the last few years that our colleges have had much information as to the production of livestock and the production of pasture in different areas.

There is one southern station where the head believes cotton is the answer and the crop. Few livestock are on this experiment station farm.

Newell told me this. He said, "I can remember the days when we gave no real consideration to it, and now the picture has changed to the point where our stations have information far ahead of the general public. You now see farms here and there coming into livestock production."

### Winter Grazing Demonstrations

Mr. Newell gave me a few figures on some of the winter feed demonstrations. These experiments are being held in various areas in the South. In one, 69 head of fall and winter calves were raised to an average of 8.8 months weighing 545 lbs. farm weight, which, with a 3 per cent shrink, gave a selling weight of 529 lbs. These calves had a dressing percentage of 58.38 and 51 per cent graded choice, 44 per cent good, and 5 per cent commercial. The gain on these calves, including birth weight, was just 2 lbs. per day. The calves were fed no grain or supplement at any time—grass and their mother's milk was their ration.

The cows which raised these calves were wintered on winter grasses, mostly frosted Johnson grass and Kaley peas. For emergency use, excess summer grass is cut and stacked in the pasture where the cattle run, but little is ever consumed and some winters none. In addition, cottonseed meal was fed to the cows for an average of 42 days in the total amount of 99 lbs. per cow, which cost about \$3 per cow. Incidentally, the cows lost 92 lbs. per head during the period from fall to spring while nursing the calves, which is insignificant in view of the fact the cows were fat when they calved.

The calves were dropped from October 1 to January 31 and were sold on August 13.

At the Brookfield station on November 2, 27 head of good quality steer calves averaging 441 lbs. were put on oats pasture where they remained without supplementary feed of any kind, except salt, until July 31. Korean Lespedeza was seeded in the oats in March. These calves made a gain of 361 lbs. by May 30, or a daily average gain of 1.81 lbs. During the period from May 30 to July 31 they made a gain of 168 lbs., or an average daily gain of 2.08 lbs. This demonstration was on a highway which I use in going to one of my Mississippi operations. This gave me an opportunity to see the cattle about every ten days or two weeks throughout the demon-

stration. The gain on a per acre basis was 364 lbs. These cattle were sold in July to reach the market ahead of the larger runs of cattle anticipated later. There was sufficient pasture for a steer to the acre for the rest of the summer. The cattle were purchased on the local market at a cost of \$22.36 per cwt. and sold for \$27.55. The gross return per acre was \$101.52. After deducting fertilizer, seed and seed bed preparation cost of \$28.99 per acre, a net return per acre of \$72.54 was realized. This land was purchased in 1947 at a price of \$40 per acre and is representative of average black belt prairie land. You can take the calf right off the cow and throw him on pasture and then sell him early the next summer and have a gain of right close to 2 lbs. a day and have the calf fat enough to sell to the killers. I saw them sold at the local auction to Swift and Armour and one speculator.

In another test in Mississippi, cattle stocked at the rate of one steer to the acre grazed from February 1 to June 28, producing 271 lbs. to the acre, or an average daily gain of 2.33 lbs. The cattle used were plain steers which cost \$18 and sold for \$22.61. This pasture would have carried more cattle throughout the grazing period.

In another Mississippi demonstration, a combination of ladino-fescue, which was seeded last fall, afforded grazing from January 4 at the rate of a steer to the acre. This stocking was ideal until the last of April when additional steers were added to consume the excess forage and to maintain the forage in a lush condition. These cattle gained an average of 2.2 lbs. per day. In this demonstration the cattle going in weighed 460 lbs.

### Gains Made in Winter

Summarizing—there is nothing singular about the grass gains made in these several demonstrations, except that a big share of those gains was made during winter, and that is singular as anything. In Indiana we have to feed to get gain on cattle in the winter and it costs plenty. For certain grades of cattle, a pound of winter gain is worth several pounds of summer gain. When winter gains can be made by cattle on pastures almost anybody can make money with cattle. In fact, successes are being made in the South by many operators without too much "know-how." It is important, too, that young cattle are fattened.

Present day consumer demands are for small cuts. To produce small cuts of beef, grading high Commercial or better, requires the carcass of a young animal that has been fattened on grain, with the exception of a milk fat calf. Some cattle markets have little or no demand for animals weighing over 1,050 lbs. unless they grade Choice or Prime and even then the demand is limited. To produce a light weight steer suitable for slaughter usually requires feeding. Very few



grazing areas in the United States will fatten a yearling or two-year-old steer. This demand for light carcasses, I believe, will be with us for a long, long time. It is a matter of great concern to a certain type of operator, namely the operator who grazes aged steers and sells them as grass fat cattle. I know this very well because one phase of my operation is of this type.

One very good operator, who for years has run cattle by the thousands in the blue stem country of Kansas, selling most of them as killing cattle direct off of grass, last summer spent much time studying the grasses of several areas in various parts of the country, hoping to find a spot where a yearling heifer or a two-year-old steer would fatten satisfactorily on grass alone. Many localities will fatten a three- or four-year old, but the markets are not receptive to them. No one knows how cheaply these cattle would have sold last fall had it not been for the broad feedlot demand, particularly for the better end, which took the pressure off, leaving fewer to be sold for immediate slaughter. Even so these plainer, aged grass-fat cattle, suffered very badly, price-wise, during a considerable part of the marketing season. Many of them lost money.

Improved pastures, aided by fly control, are giving results undreamed of a short decade ago. There is improvement not only in the gain made by the cattle but also in the finish of the cattle.

### Fly Control a Help

Fly control is the greatest aid to me, in my operation, of any development since I have been in the cattle business. For one thing, it eliminates that "stand still" period during hot weather and fly time, when the cattle make little or no gain. Based on my experience in feeding thousands of cattle in dry lot throughout the four seasons of the year, I am of the opinion that hot weather does not adversely affect the gains made by cattle. Furthermore, it is my belief, based on my experience in grazing cattle from Mississippi to Wisconsin and from Indiana to Kansas, that beef cattle being fattened on grass do not need shade. In fact, shade is a detriment since the cattle loaf too much in the shade.

Grass at best is a bulky feed. Since cattle make larger gains and fatten more rapidly when they take good fills of it, extra grazing each day results in better fills and larger gains. In making this comment I realize that it is not in accordance with general opinion. In some areas, where it isn't practical to round up the cattle at regular intervals for spraying, it would not hold true. In other areas of extremely high temperature it may not hold true.

It is my opinion that the successful cattle feeder 20 years from now will depend upon a combination of grass and grain, regardless of how

valuable his farm land is or how much corn it will grow. He will plan his feeding program so that the dry lot phase of the operation will be a supplement only. Competition will bring this about. Don't think of pastures as we are accustomed to them generally. Think of a pasture as being a combination of one or more good grasses and one or more good legumes growing on a piece of land that has been developed to do the job. I am speaking of midwest and midsouth pastures. It is my desire to confine my remarks to the things with which I have had experience. What does it take to develop a good pasture? Briefly—

If the soil is acid, limestone must be applied to sweeten it. Fortunately most black belt soil is sweet.

### Need Soil High in Humus

The organic matter content of the soil must be high. In other words, it must contain lots of humus. Soil with a high humus content absorbs water like a blotter, preventing rainfall runoff, and retains it for future plant use. It is favorable for the growth of soil bacteria which are essential in growing legumes. Plow under any vegetation. This must be accompanied by a high fertility level—the soil must contain lots of plant food. Phosphate may be needed; if so, it should be applied in sufficient quantities. Potash may be needed. Nitrogen can best and most economically be supplied to the soil by including one or more legumes among the pasture plants grown. In addition to using atmospheric nitrogen, and fixing it in the soil, legumes also add to the protein content of the forage produced. Even grasses grown in combination with legumes are higher in protein content than when grown alone, and they grow ranker and greener. After a good pasture is established, weeds must be controlled by clipping and it must not be overgrazed. Such a pasture furnishes a more concentrated cattle feed of high nutritional value than the usual run of "so-called" good pastures. Such a pasture will produce as much gain per animal per day as many cattle feeders will produce on cattle fed grain and the usual supplements in a dry lot, and at a small part of the cost.

The cattle and beef industry need a good product at a price that will meet competition of pork and poultry. Good quality yearling heifers can be fattened to a yield of 58 per cent on improved pastures, and good quality yearling steers about 1 per cent less. This can be done without the use of any grain or supplement except salt. Followed with a turn in the feed lot, a really good product is cheaply pro-

duced. This is just one example of several that could be discussed.

The business of producing beef on a farm becomes a part of a program of conserving the farm and the soils of the farm, in order better to serve the people of our country—our customers. Much has been spoken and written about the influence of the soil and soil fertility upon the health, wealth, vitality, and mentality of the people of that country. Nations go up or down in world influence and power as their soils go up or down in fertility. We must maintain the productivity of the soil of the United States. Concern for soil conservation is a must for every loyal citizen of this country, whether a rural or a city dweller. When the undertaker gets his opportunity to profit at my widow's expense, my financial status may have dwindled, but if the soil of the farms I leave are rich and productive and able to support, adequately, a future generation, I will feel that I have left a rich estate.

If any of you get down to my part of the country, I'd love to show you what we are doing. We have been down in that part of the country for four years and we have some things of which we are very proud. We are getting results that are beyond our expectations. Land values have risen from our initial purchase cost which was about \$30 an acre until now it is about \$60. A great deal of interest is being shown by operators throughout the country in beef production in this area.

**CHAIRMAN A. B. MAURER:** Our next speaker is vice president of Oscar Mayer & Co. and has been associated with that organization since May, 1948. Mr. Madigan's experience for his present position was acquired in ten years of varied activity with Armour and Company. For three years he was a research assistant in marketing in the Harvard Graduate School of Business before associating with Armour. Successively he served as manager of the product distribution division, Chicago; assistant to the vice president in charge of livestock procurement; manager of pork operations and hog buying, East St. Louis, and Illinois district provision manager, Chicago.

In 1942 Mr. Madigan took leave of absence from Armour and Company and became active in the Office of Price Administration, Washington, D. C. He served as chief of the meat branch, administered the first national slaughter control program, and developed and administered the meat rationing program. He was representative for the OPA on the War Meat Board, administered the meat price control program for a period, and helped develop live cattle price ceiling regulations. As assistant deputy administrator of OPA, he developed and administered the second emergency slaughter control program.

Mr. Madigan has been interested in improved hog buying and grading methods and will address you on the topic "Pigs, Packers, and Grading."

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# New Trends in Hog Procurement

MADIGAN

IT ALWAYS seems to me that hog buying is something like the weather—everybody talks about it a great deal, but nobody does very much about it. I am sure my remarks here today will not revolutionize our hog buying methods. It does seem to me, however, that the whole subject of livestock buying and handling deserves frequent and careful study by management to make certain that it keeps pace with progress in the operating and sales ends of the business.

In dealing with livestock procurement problems, several important facts should always be borne in mind—they will frequently temper the enthusiasm of buyers and supervisors.

As livestock buyers, let's remember we are paying out to the livestock producer 80c out of every sales dollar we take in. Our industry operates on very narrow margins of profit, and over the years has retained after taxes as profit only about 1½¢ out of the sales dollar. On \$20 hogs the industry long-time average profit has been about 30¢ per live cwt. While profits vary from company to company, it is apparent that faulty or unsound buying practices can have a disastrous effect on this small figure.

## What Do Your Buyers Know?

I have always felt that each packer, no matter how large or how small, owes it to himself, and to the industry, to establish for his own company, current cut-out values for the important weights and classes of hogs. In discussions with packers, I am shocked at how many do not have accurate current cut-out information. There is entirely too much "me-too-ism" in livestock procurement. Too many packers say "I don't know how they are cutting out, but if the other fellow can pay that, then I can pay the same or a quarter more."

With such a narrow margin of profit involved, one would expect that the livestock buyers who spend 80c out of the sales dollar would be fully and accurately informed down to the last few cents per live cwt. of the value of everything they are expected to buy. I don't want to embarrass anyone, but I suggest you silently ask yourself these questions concerning the information your buyers are using right this minute:

Do they have accurate information on the spreads between weights?

Do they know how much to discount medium hogs and cull hogs?

Do they know how much to discount wet sows, rough-bellied sows, pregnant sows?

Do they know how to value light pigs that may be available for slaughter?

In fact, you may ask yourself if you actually have a recent test on many of these items.

It's well and good to say, "Oh, our

buyers are instructed to take proper discounts where justified." My personal experience with buyers at the plants and in the country, is that they are not inclined to take proper discounts unless their instructions are definite and positive, and unless (and this is important) they are given the full economic reason for it. This "reason why" is important particularly when you are dealing directly with the producer.

To me, it is of the essence, that the man spending 80c out of the sales dollar should be fully informed on values and be given definite instructions on how to spend it.

I have often heard it said that the volume of trading in hogs and industry conditions make it impractical to adopt many suggested improvements in hog buying. It is also said that there is no use complicating trading because the industry is already paying all it can afford, and competition keeps us from buying any lower.

With these "sentiments of defeatism," I vehemently disagree. The sales and merchandising, as well as the operating and research ends of this business, have been aggressive and constantly improving. We in the livestock buying end have a responsibility to the industry, the producer, and the country to see that a constantly improved job of buying is done. The men who spend 80c of the sales dollar must do their share to improve efficiency.

While it is imperative to give hog buyers full and accurate information and instructions, it is even more important to see that the instructions are followed. Hog buyers operate under highly competitive conditions and, generally, if they cannot substantially meet the price and other conditions offered by other willing buyers, their volume immediately suffers. They are continually bombarded with rumors, half-truths, and true reports of what their competitors are paying or permitting. There is the constant pressure to raise price, liberalize grading, or engage in loose trading practices to meet reported action by competitors.

## Bad Trade Practices Spread

Bad and unsound trading practices, if permitted to one buyer in an area, tend to spread to the other buyers in the area and are difficult to stop. To my way of thinking, the carrying over of the previous day's market until 9 or 10 o'clock in the morning is one of "heads, you win; tails, I lose" propositions. Weekend markets, where the producer ships on Monday morning, and receives either the quoted weekend market or the Monday market, whichever is higher, is another of these practices.

Frankly, in a business where the net profit is only 30¢ per live cwt., it is hard to believe that management permits

such practices, except through default—they are unaware of what is going on.

I don't know any way to find out whether you're getting what you pay for, or whether buying instructions are being followed, except by endless, careful, checking. On the purchase of green product, it is the usual practice to have it carefully weighed into the plant, and checked for quality by the best practical product men available. Receiving departments are fully manned and instructed to check in every box and parcel for which the company is billed. Should livestock which takes 80 cents out of the sales dollar be treated any differently?

We are all aware of the difficulty of checking live hogs for weights, yields, quality and sorts. We know, too, that it can be done—if the right men are assigned to it. While we continue at Oscar Mayer & Co. to do a lot of checking on the live hogs, we have found it more satisfactory to make very careful and thorough tests on selected lots in the dressed form. Such tests show exactly what was bought, and exactly what we got into the cooler, by weight ranges and quality. Errors in judgment and violations of instructions show up crystal clear.

The physical handling of hogs from buying points to the slaughterhouse has long presented seemingly insurmountable problems. Losses on incorrect counts, heavy shrinks, deads and cripples have run into large sums, and it has been difficult to say how much was avoidable. The problem is particularly acute where heavy truck shipments are involved.

We undertook a definite program to deal with this, and we are satisfied we have made substantial progress in reducing these losses.

## Work With the Truckers

Our buyers are held responsible for correct counts until they turn the stock over to the railroad or trucker. We have designed a simple bill of lading which the trucker must use on every load of our stock that he hauls. He is responsible for the correctness of the count on to his truck, which, of course, is shown on the bill of lading. If the receiving count at the plant varies from that on the bill of lading, the driver as well as the receiving clerk check the recount, and any discrepancies are noted on the bill of lading and signed by the driver.

Making the trucker clearly responsible for final delivery of all stock received by him and noted on the bill of lading has reduced our "shorts" to a negligible figure.

All of our regular truckers have entered into formal agreements with us under which both our responsibilities are clearly defined. Livestock accepted by the trucker in good condition, and so entered on the bill of lading, is expected to be delivered to the plant without any deads or cripples. One-half of the loss on any deads or cripples in transit is charged to the trucker. Part of his trucking charge is held back in a fund to cover such losses. Unused

balances in the fund are paid to the trucker at the end of each quarter. Losses due to negligence are charged entirely to the trucker.

We have done a great deal to educate our truckers in the correct handling of stock. Our receiving records where there are deads or cripples show the apparent causes for the loss. The placing of clear-cut responsibility in this manner has not only greatly reduced our losses from deads and cripples, but we believe it has also reduced losses from bruising and other damage.

For some time many producers and producers groups, as well as some of the agricultural colleges have been highly critical of the hog buying methods of the packing industry. They have contended that we bought hogs strictly on a weight basis without any (or at least inadequate) attention to yield or quality. They have maintained that this has made it very difficult to encourage producers to improve breeding stock and feeding practices.

### *Some Thoughts on Subject*

This is a highly controversial subject and many of the answers are not available yet. I would like to review for you, however, some of the thinking we have done on the subject, and outline briefly what actions we have taken and the problems as we see them.

Underlying this whole issue lies the basic question as to whether the packing industry has any responsibility for advising producers as to types of hogs other than through the usual mechanism of price. We all know how the fat-type hog has come into prominence, and then been questioned several times in the past several decades. Some people hold that the packer is not adequately informed on livestock feeding and production problems, and should not inject himself into the question of types and kinds, since there is a market for each and every kind—at a price.

I feel very strongly that the packer should look upon himself as the sales department of the producer-packer meat manufacturing organization. As such, it is, I feel, his duty to pass on to the producer any information he can which will improve the product, lower costs, or help the joint venture. The producer in due course will accept, temper, or reject the suggestions in line with his own welfare.

Our program of urging producers in our area to raise what we call "meat-type" hogs can be considered a report from the "sales department" to the producer of the raw material.

I should like to review briefly for you some of the reasons we feel this program is so vital to the producer and the packer.

The so-called "lard problem" comes first to mind and bulks large in the reasoning on this question. Our president, Oscar G. Mayer, very ably presented this problem in his speech to the Rotary Club in Denver last year. I would just like to emphasize that we are already surplus producers of edible

fats which we are trying to export to unwilling buyers who are generally unable to pay for them. Our vital national program of fostering an animal agricultural economy and expanding livestock production will certainly accentuate this problem. Mr. Mayer's program of more pigs saved and raised per litter, more marketed at lighter weights, and more pigs bred and fed to throw a maximum of lean meat certainly gives the producer a well-rounded approach to this problem.

We need only mention that the price trends over the past several decades show lard and fats cuts not having anywhere near the increase in value recorded by the lean cuts out of the hog. This indicates the strong consumer preference for leaner pork cuts over fatter pork cuts, but it does not tell the whole story. We have no accurate measure of the dissatisfaction of the consumer with much of our present pork because of excessive internal fat often bought in high priced lean cuts. We have ample reason to know, however, that a large percentage of housewives do not like fat bacon, object to the excessive internal fat in lean shoulder butts and picnics, and are afraid to buy shoulder end loin roasts because of excessive fat under the seam meat. There is no question but that self service accentuates this problem.

On August 5, 1949 the USDA issued its tentative schedule for grades of butcher barrows and gilts which was based primarily on average fat back thickness for different weights. We conducted numerous tests selecting live hogs and checking the dressed grading, and cutting out dressed lots to determine yield and relative values. We came to several tentative conclusions which seemed to justify our going forward with at least a limited practical buying program.

### *Live Grading 75% Accurate*

Our tests showed that a competent hog buyer could grade live hogs with at least 75 per cent accuracy, as against later dressed grading in picking Choice No. 1 hogs. In general the misses were liners or not too far out of the grade.

Cutting tests on lots so selected in general indicated that the Choice No. 1 lots had a higher value than the Choice No. 2 and No. 3 lots. The differences in value varied somewhat, depending on the percentage of Choice No. 1 carcasses in the lot, and also apparently on where within the No. 1 grade the bulk of the carcasses fell. Many of the meat type hog lots showed a higher value of from 15c to 50c per live cwt.

It is interesting to note that the fatter hogs rather consistently showed a higher carcass yield by possibly 1 per cent of the live weight, but they showed a lower yield of the four lean cuts (loins, hams, picnics and Boston butts) by from  $\frac{1}{4}$  per cent to  $1\frac{1}{4}$  per cent. If bellies are included with the four lean cuts, the percentages were somewhat lower.

On October 3, 1949, we began at the

Madison plant paying 25c per live cwt. more for "select meat type hogs" in the weight ranges from 180 to 270 lbs. than for comparable weights not graded meat types. On May 8, 1950, we undertook a similar program at our Davenport, Iowa plant. The 25c was considered an average differential reflecting the difference in value of the drove as actually selected under operating conditions.

Our instructions to plant hog sorters and buyers have been to sort butcher hogs by weight ranges and then to sort out "meat types" within the prescribed weight ranges to be weighed as separate drafts. All packers sort hogs by weight ranges to make 25c or less price breaks. We consider sort for quality just as practical.

The first basic change in our program came after a few months when we discontinued paying the meat type differential on hogs under 200 lbs. We found a large percentage of hogs under 200 lbs. met the tentative government standard for "meat type" hogs largely because of lack of finish. Our standard cutting tests based on this drove of hogs therefore already reflected this value, and our spreads could handle it without having the 180- to 200-lb. hogs graded for quality. We also thought it undesirable to foster the marketing of hogs in our area which had not been finished out to at least 200 lbs. in weight.

I know there are a lot of questions in your mind about the program, and I'll try to answer a few.

Do our buyers have undue trouble with producers over the grading? The buyers say no. In the early stages, there was considerable discussion. We try to keep a few of select meat type hogs on hand. Producers are quick to see the difference.

Does it slow up our operation? Yes, more drafts and more sorting take time and men. It has not proved any handicap, however.

Are you satisfied that the tentative government standards are practical and correct?

The USDA standards are a good approach to the problem. As in other types of grading, it is not necessary for the individual packer to adopt verbatim the full government standards.

### *Weaknesses in System*

The USDA standards are in my opinion, a little too complicated and exact. I don't think it is practical to measure fatback thickness to a hundredth of an inch. A tenth of an inch is close enough. I also question the need for the separation of the No. 2 and No. 3 hogs, at least at medium and lighter weights. From a policy angle, I question the desirability of grading any hog Choice No. 1 that weighs over 270 lbs.

My personal feeling is that the government's permitted range of fatback thickness on Choice No. 1 hogs from 200 to 270 lbs. runs a little too fat and then on the lean side excludes as medi-



um hogs some which are highly desirable.

At present we are grading select meat type hogs only from hogs weighing from 200 to 270 lbs. and showing an average fatback thickness of from 1 1/4 to 1 1/2 in. with no point under 1 in. in thickness. On this standard, visual grading seems to be quite satisfactory and relatively few hogs have to be measured.

Why don't we permit our buyers at country stations to pay more for select meat type hogs?

This is a logical development if the whole program is sound and is to be continued. We must admit several rather troublesome problems, however. One is trained, competent personnel. As interior packers we buy hogs at a considerable number of points through numerous buyers over whom we have varying degrees of control. The problem of training this group and then policing a quality buying program is no mean undertaking.

Another problem involves producer relations in an area where one buyer tries an innovation. In small towns where two or more buyers are directly competing, and where many producers get all local markets before selling, you can see what the problems are. Frankly, I don't think they are insurmountable, and as more producers gain an appreciation of the differences in hogs, the program could be extended to the country.

Has the program accomplished its objectives? The whole thing is still in an early and experimental stage. The buying program is only part of the whole meat type hog program. Our

farm service division is conducting extensive educational work directly, through the extension workers, and through the University. We think the whole program has resulted very definitely in an awareness on the part of producers of the problem. We believe many of them are breeding toward the meat type and trying to feed accordingly.

Our livestock shows in the area also are reflecting the trend. Winning hogs are more toward the meat type, and the judges talk freely about over-finish, lack of length, excessive fat back, and the need for more lean meat. In several of the livestock shows in our area the interest has reached a point where live hog judging and the placing of hogs in the carcass contest are a major part of the show.

In closing, I would like to emphasize once more the tremendous influence the hog buying program has on the industry's results, and on the results of any individual company. We are spending for livestock 80c out of the sales dollar, and the industry's net profit has averaged only 1 1/4c out of the sales dollar—the equivalent of 30c per live cwt. on hogs. A better job of buying can be done, not only from the industry's point of view, but from the producer's point of view. It is a challenge that we at Oscar Mayer & Co. have accepted, and it has been worth the effort.

**CHAIRMAN A. B. MAURER:** Fred Beard, chief of the standardization and grading division of the livestock branch of the Production and Marketing Administration, USDA, will conduct a demonstration of hog grades using both live and dressed examples.

to our lean cuts, and used that as a basis for comparison. Furthermore, we make our comparison on the basis of carcasses rather than on live hogs. In that way, all packers buy so many pounds of meat, and the price paid for the hog is your best estimate of how many pounds of meat you are going to get out of the hog, plus the quality and distribution of that meat in that carcass.

When we applied that, we used a great deal of information which we had. We hovered around 220- to 230-lb. hogs because much of the early experimental work was involved in those weights of hogs. And we found, through numerous and widespread experiments, that it required a certain amount of fatness for a hog of that weight to attain the normal quality. We set that up as the beginning point; namely, that hog which has the maximum quality together with the least amount of fat. We would buy that hog and that would be our No. 1 or our choice hog, and then, as we add more fat to it, we may or may not increase the quality of the meat, but we certainly do increase the quantity of the fat which is potentially a product which ends up in lard.

### Standards to Go By

Without going into the details of it, we said that for every change of 3 per cent in degree of leanness we would have a different grouping of these choice hogs. So we have the Choice No. 1, No. 2, and No. 3. The No. 1 has the range from 48 to 50 or 51 per cent lean; the others from 45 to 48, and those still fatter, that yield less than 45 per cent lean, are the extreme fat hogs.

May I state at this point that these are only a few suggestions? John Madigan mentioned that there are some bugs in the system. We recognize that, but we had to make a start and we wanted to do two things. We wanted to have an objective basis by which to set the grades on the hogs. Furthermore, we wanted to give you something concrete to look at and to use in evaluating your own experiences. Moreover, it should be of assistance in helping to work out the details or changes that might be advantageous to the industry in establishing something that we could all accept and use. Therefore, the measurements that we have set up here are just something to shoot for. We do not say that you ought to use them. We do say that we think they are something—just how close we don't know—with which we can live. We are not even recommending that you use them, but we certainly would appreciate your cooperation in helping us to work out the system if you think that the principles involved are practicable and equitable and can be applied.

We have been asked on numerous occasions to give these demonstrations, and upon demonstrating these princi-

## Live Hog Grading Objectives

—BEARD—

**S**OME questions have been raised by Mr. Madigan as to how these grades got started and why we have them. When I say "we," I mean you and us. I don't mean we—John Pierce and I and two or three other fellows and some of the men from the educational institutions who have worked on the preliminaries in setting up these standards, but rather all of us who have contributed to what we hope will be an accepted form or standard for grading live hogs and for grading meats.

I shall not go into too many details in telling you about the physical analysis or the basis upon which these different grades were set up.

But I would like to make two or three comments on some of the discussion or criticism which has been offered. We speak of these grades as Choice No. 1, Choice No. 2, and Choice No. 3, and Medium and Cull hogs. Why do we have Choice No. 1, Choice No. 2, and Choice No. 3? That answer can be made in one statement;

namely, Choice No. 1 and 2 means choice meat—when the cuts are all properly trimmed according to customary practices and offered at retail or consumer levels. The quality is fairly similar in those particular kinds of hogs—interchangeable and interchangeable to the consumer. Therefore, the principal difference between our Choice No. 1, No. 2, and No. 3, lies in the proportion of these highly desirable cuts or highly demanded cuts in comparison with the less demanded cuts or, as John chose to speak of it, the lean cuts versus the fat cuts.

We have made all of our studies around four lean cuts—hams, loins, picnics, and Boston butts or shoulders. Those are the lean cuts.

The weights of cuts—consider the back—were left out because that would tend to confuse the data a little bit. We don't want fat cuts ordinarily; consequently, it tends to throw the favor toward the fatter hog which, in reality, is not a fair basis of judgment on it. So we confined our weights



A GROUP OF INTERESTED conventioners looks over one of the three live hogs which were wheeled into the Palmer House for exhibition during the discussion of the new USDA hog grades by John Madigan and Fred Beard in the livestock section meeting. The shiny trucks were furnished by the International Amphitheatre. This hog rose to the occasion.

ples in terms of carcasses and as applied to live hogs, we have been surprised at those who have seen that there is a good deal of merit to this idea of sorting hogs and trying to evaluate them. Now, we know that lard is a commodity entirely divorced from the rest of the hog's product. This is one way in which it can be handled in that manner.

I would like to make a few comments about the live hogs and carcasses we have here. We selected three hogs which represent the three choice grades. Those three hogs will produce carcasses such as you see on the boards and with those qualities you see indicated on the tags on the cuts.

### Grade by Length and Weight

I want to call your attention to one thing by which we have all been stalled. That is the length and the depth of the hog and the distribution of the lean cuts. When we grade hogs, we grade carcasses, given the objective measurements. It has to be either length or weight. And then we want a ham on the hog and a back together with quality, and then we think we have the thing pretty well whipped. The relationship of these factors to the fat establishes a pretty dependable standard of differences in values in terms of meat highly demanded versus the less demanded meat. The way you work it out is your business and that is no concern of ours. We are primarily concerned in developing a system by which you can differentiate between the lean meat and the fat meat or fat cuts in hogs of different weights.

Mr. Madigan spoke of the weight of the hog. We are not offering these as being model weights. We picked these hogs as models of our objective measurements for these specific grades of hogs. We are not saying that your production should be restricted or should revolve around this weight. We are not concerned with whether you grow 220-lb. hogs, or whether you grow 320-lb. hogs. That is for the industry to work out. If you need a 300-lb. hog and have a demand for it, I am sure arrangements could be

worked out between the packer, consumer and producer to make that weight hog available.

Therefore, we have set up these ranges in our weights and in our specifications so the system can be extended to most any weight.

Here are the cutouts on the three carcasses shown here. I hope you will bear in mind that these figures pertain to these particular hogs, but look upon them as being representative of the kinds of hogs with these sorts of measurements, for size and the differences in distribution of fat and so forth.

Here is our first hog. His four lean cuts total 49.9 per cent and he comes pretty close to what we said would be a model hog or Choice No. 1.

No. 2 cuts out with 46.6 per cent of the carcass weight in lean cuts, while No. 3 cuts out 43 per cent. Those percentages show you a scaling down of the high quality cuts purely because of the differences in the degree of fatness of those hogs.

Let's look at some of the objective measurements we would apply in terms of live hogs. The weight on No. 1 is 161 lbs.; carcass No. 2 is 159 lbs., and No. 3 is 160 lbs. The average back fat for No. 1 is 1.7. No. 2 is 2 in. average. The No. 3 hog is 2.3 in. average back fat. These hogs are about the same weight. It is obvious something happens as you increase the fat

and maintain the constant weight. Obviously, the length of the body has to shorten, and correspondingly, we have a 30.5 in. hog in No. 1. The No. 2 carcass is 29 in. and the No. 3 is 27.5 in. Now, 27.5 is definitely too short for most people. No. 1 is 30.5 in. with 1.7 in. back fat for that weight. We have added quality in that, and maybe we can get by with a little less fat on it than it has for the average—a lower minimum than 1.5.

Now, I could tell you a story of why we stopped at 1.5 and why we are susceptible to lowering it if the industry thinks they could live with it, but one reason is we don't want to sacrifice the quality of bacon. We cut off there and run into thinner, softer bacon. Maybe there will be repercussions, but that is why we lean on the farther side rather than going to the absolute minimum with which we think we could get by.

Incidentally, look at the fat for lard on these. No. 1 had 19.4 per cent and No. 2, 22.5 per cent of the carcass weight, while No. 3 had 26.7 per cent of fat for lard. That includes the back and other fat.

What it means in dollars and cents to you, and how the differences can be spelled out, of course, are things for each packer to work out because he has to do it in terms of his own particular practices in trimming cuts, etc.

That, in brief, gives you some of our thinking as to the basis for starting the grading of hogs. Referring back to Madigan's speech, he said the system is practical and can be applied to the live hog. We have always thought it could be done. We have always been smart enough to grade hogs. We have been smart enough to guess the weight. Why aren't we smart enough to guess the weight of fat within a reasonable degree of accuracy? I realize that you cannot reach an actual precision judgment with the system, but it is a practical thing. When you take into account all the other factors involved in marketing, it appears to me that it is highly workable. I believe it will be highly acceptable, especially to the producer, to have it worked out on such a basis.

ALTHOUGH MANY of the more than 3,600 conventioners had registered prior to coming to the American Meat Institute meeting, the staff was kept busy recording names and other data. This photograph was taken early during the convention when operating men were flocking to attend the various section meetings.





T. BROECKER



DR. RAMSBOTTOM



DR. GARNATZ



C. I. OAKLEY



J. W. SMITH



W. E. WINANS



J. A. BREWER

## PRE-PACKAGING

**T**HE Prepackaging Section convened at 2:05 p.m., Friday, September 29, in the Grand Ballroom, Theodore Broecker, chairman of the board, Louisville Provision Company, presiding.

**CHAIRMAN BROECKER:** We are about to open one of the most interesting section meeting sessions of the entire convention. The field of prepackaging of meats is one of the industry's newer activities. It has been expanding very rapidly and it probably will expand further in the future.

Considerable research and study already have been given to the problems of prepackaging not only by meat packers and retailers, but also by suppliers of machines, paper and containers. Many problems have already been solved, but there are a number of problems that have not yet been worked out successfully. You will hear a lot this afternoon about some of these problems—both those solved and those yet to be solved.

We want to start at the genesis—the production and operating phases. Our first speaker is an expert who can give you, in rapid-fire order, a frank discussion of these various production and operating problems, Mr. W. E. Winans, of the Chemical Research and Development division of Armour and Company. He has been with that company since the end of World War I and has spent most of that time in the Cost and Control department, the Production and Planning department, and the Development and Standardization department. For the past year he has been

associated with the Chemical Research and Development division, devoting his entire time to the packaging field. His recent studies of consumer packaging materials and retail methods have been such that he is well qualified to present to you his experience in testing materials for their application to meats and packinghouse products.

**W. E. WINANS:** The packaging of packinghouse and related products has become a major problem. The expense of packaging material involved is second only to that of the labor involved. In view of the many demands made for smaller packages to meet the problems of retail distribution and of unit packages for self-service merchandising, meat packers must give more consideration to the techniques of package engineering and design and to the organization of their packaging departments.

To make certain that packages meet the full requirements of selling or merchandising, adequate design and production, we have found it advantageous to make a check list which permits easy and complete evaluation of packaging functions. This list may be of advantage to others in the industry and is therefore given to you here:

### 1. Consumer requirements:

- a. What quantity and selection (grade or quality) of product meets the current ideas of the amount willing to be spent for a single purchase.
- b. What size and shape is best adapted to fit the limits of household storage.

c. How long does the purchaser want to store the product?

d. Can the package be opened easily?

e. Is there any necessity for reclosure and if so, can the package be re-closed easily?

f. Can portions of the product be removed readily and the balance retained in the package?

g. Does the unit value of the package compare favorably with substitute items?

h. Is the package as presentable in the home as it is in the display case?

2. Does the package compliment the product? Does it say to the customer, "This is a quality product."

3. Is brand and product identification strong?

4. Does the package possess sufficient color, shape and form to attract favorable attention from a normal buying distance under usual conditions of display?

5. Does the package fulfill all labeling requirements of B.A.I. or other governmental regulatory agencies?

6. Does the package equal the display and sales characteristics of competitive packages?

7. Does the package fit the usual space allotments of retail service or self-service cases?

8. Does the package provide useable, visible price marking space?

9. Does the package carry clear, concise instructions for preparation and serving to achieve most



- palatable and attractive results?
10. Is the product cross-referenced by copy to other products?
11. Is the package designed for a minimum of labor requirement?
12. Is it adaptable to mechanical operation when desirable?
13. Are the materials used flexible and durable under operating conditions?
14. Can the materials specified be stored under available conditions for the normal time of inventory replacement?
15. Is the complete package adequate for the required handling, transport and storage?
16. Does the shipping container give sufficient supplementary protection to assure product arrival in satisfactory condition?
17. Is the shipping container designed for economical production?
18. Is the shipping container of such material as provides functional adequacy with minimum cost?
19. Is the shipping container of such size, shape and capacity as will fill retailer's storage requirements and re-distribution?
20. Does the shipping container fulfill minimum labelling requirements?
21. Does it provide easy brand and product identification under normal methods of storage and shipment?
22. Does it meet all resale or reshipment requirements with minimum total cost?
23. Does the total package provide maximum protection for the product during the course of the variable conditions of production, storage, transport, sales and household storage?

If a package meets the points in the foregoing check list, it will, in the majority of cases, be a satisfactory sales unit. It is to be noted that protection of quality of the product during the marketing cycle was placed last on the check list. In reality, this is one of the first points investigated in any package and all materials used in test work are related to it. For this purpose, products packaged with various materials can be subjected to a standard cyclical test which will permit adequate quality evaluation. For fresh, cured and processed products, the following is recommended:

- A. Hold 4 days at 38 degs. F and 80 per cent R. H.
- B. Hold 4 hours at 90 degs. F and 90 per cent R. H.
- C. Hold 4 days at 36 degs. F and 50 per cent R. H.
- D. Hold 4 hours at 90 degs. F and 90 per cent R. H.
- E. Hold 3 days at 38 degs. F and 80 per cent R. H.
- F. Hold 4 hours at 90 degs. F and 85 per cent R. H.
- G. Hold 4 days at 42 degs. F and 85 per cent R. H.

This constitutes test procedure for a company having distribution over extended areas. The procedure corre-

sponds to plant holding time, dock exposure, refrigeration transport, unloading exposure, branch holding, delivery exposure and retail shelf life.

For frozen product, the cycle would be as follows:

- A. Quick freezing product at -50 degs. F to reach an approximate internal temperature +10 degs. F.
- B. Hold in storage freezer for periods varying from one to five months from +5 degs. F to -5 degs. F.
- C. Hold for 4 hour exposure at 90 degs. F and 90 per cent R. H.
- D. Hold for 3 days at +30 degs. F and 50 per cent R. H.
- E. Hold for 4 hours at +90 degs. F and 90 per cent R. H.
- F. Hold for 4 days at +25 degs. F and 80 per cent R. H.
- G. Hold for 4 hours at +30 degs. F and 60 per cent R. H.
- H. Hold for 4 days at 0 degs. to +10 degs. F and 80 per cent R. H.

In addition, on all frozen product it is suggested that the product be defrosted and re-frozen for purposes of determining the reaction when this condition is encountered. This should determine maximum time during which defrosted product can be held without chemical and bacteriological deterioration.

Organoleptic tests of uncooked product are made on the basis of:

1. Internal odor.
2. External odor.
3. Color.
4. Mold.
5. Slime.
6. Degree of freezer burn or dehydration.
7. Surface moisture.
8. Weight loss.

Organoleptic evaluation of cooked product is also suggested, graded on:

1. Appearance.
2. Internal odor.
3. External odor.
4. Taste.
5. Tenderness.
6. Juiciness.
7. Weight of product (loss of moisture and meat juice).

Chemical and bacteriological tests are also recommended as supplementary to all organoleptic test evaluations at each stage of the marketing cycle. These should constitute:

1. Bacteria count.
2. Peroxide value of the fat.
3. Free fatty acid of the fat.
4. Free ammonia and total nitrogen if and when it is decided this is necessary.

Practically all packinghouses have areas where temperatures and humidities incorporated in the foregoing may be duplicated for test purposes. Before final adoption, actual production tests and shipping tests to limited marketing areas are suggested. If all packaging materials are subjected to similar tests, results can be directly compared. It has been found in all test work on both small unit packages and on large piece units that the prelimi-

nary objective of materials in product protection is to achieve complete adherence and insofar as is possible, the elimination of air pockets.

Evaluation of coated films or wrapping materials covers the following points:

- A. Flexibility of material. Its ability to conform to product contour. Its adherence to bone, fat and lean surfaces.
- B. Bursting strength (wet and dry) such as the resistance to bone penetration.
- C. Blocking characteristics.
- D. Ease and completeness of removal.
- E. Brittleness under varying temperature conditions.
- F. Adherence of coating or lamination.
- G. Detectable odor or transmissible odor.
- H. Greaseproofness.
- I. Moisture absorption.
- J. Pulping.
- K. Closure characteristics and methods required.
- L. Moisture vapor transmission.
- M. Gas permeability.
- N. Initial and residual tear strength (wet and dry).
- O. Tensile strength.

These tests are not required in their entirety for all materials, but when available, permit more accurate measurements of the results obtained in the cyclical tests.

Following are comments concerning packaging materials, methods and equipment which may be of interest:

**Light Weight Loin Paper:** 27-lb. basis weight, bleached or semi-bleached kraft oiled to 31-lb. wet strength added, is available and is proving superior to heavier weight sheets formerly used in protection of quality and color. Complete removal without pulping is accomplished.

**Oiled Freezer Paper:** 30-lb. basis weight, natural or semi-bleached kraft oiled 5- or 6-lb. wet strength added. This sheet gives better results than the heavier 40- to 45-lb. waxed kraft formerly used for frozen hams, etc. The cling is better and there is less dehydration.

**Lamination of 24-lb. bleached sulphite paper waxed both sides to 64 lbs.** has proven the best available sheet for dividers on frozen product such as chops, hamburgers, etc. The paper strips easily and well. This same sheet is excellent for wrapping frozen cuts such as lamb legs, racks, backs, veal legs, beef rounds, etc. It has a high degree of flexibility and retains contour shape well. Wax does not come off under extreme temperatures.

**Polyethylene Coated Paper:** 40-lb. bleached kraft coated with 8-lb. polyethylene, equivalent to ½ mil thickness for frozen fabricated cuts. This is a very flexible sheet which may be used as pouch liners for layer pack of chops, cutlets, etc. It also provides an excellent wrapper for frozen cuts and for roll packaging of sliced product, retains folded shapes well, adheres closely to

product and forms a glazed surface on direct contact. It has a low MVT rate, does not become brittle, has a high bursting strength and tear strength, and strips well when coated side is next to the product.

**Two-Mil Polyvinyl or Polyethylene Tubing or Pouches:** Double tied or heat sealed provides an excellent package for fresh offal and selected or variety meats.

**Two-Mil Polyethylene:** Provides an excellent drum and fiber box liner for lard, shortening, oils, etc. Thus far the economics of the drum liner have not been satisfactory, but with increasing costs of metal drums and for reconditioning, the drum liner may prove to be economical. It is definitely advantageous for use in connection with spices to retain satisfactory condition and flavors. It provides an excellent wrapper for frosted foods where visibility is a requirement, can be formed to adhere to round products without leaving excessive air space, and does not become brittle at low temperatures and has high bursting strength. The MVT rate is low. It can be heat sealed, but equipment should be covered with (Teflon) polytetrafluoroethylene.

**120 (FF Pliofilm) Rubber Hydrochloride:** Excellent wrapper for frozen foods. Resists low temperature, does not become brittle, has high residual tear strength and does not spread from original puncture. Slight green cast is somewhat objectionable. Heat sealing equipment must be Teflon covered. It is excellent for loaf goods, especially when applied in cooler temperature and saves shrink.

**80 (FM-1 Pliofilm) Rubber Hydrochloride:** Gives good results in keeping of fresh red meats, particularly when applied tightly to the product. Heat sealing equipment must be Teflon covered.

**MSAT-80 Cellophane or Equivalent:** Gives excellent results for quality retention of fresh red meats.

**Two- and 1½ Mil Cellulose Acetate:** Has not yet proven satisfactory in our test cycle for wrapping sausage items or smoked meat items. The MVT rate and gas permeability rate is not in line with requirements. Off-condition developed at relatively short intervals in comparison with other material. Have been unable to solve heat sealing satisfactorily.

**Corrugated Shipping Containers:** 42-lb. kraft outer, 33-lb. kraft inner, 33-lb. corrugating medium provides 175-lb. test boxes which, in line with specifications under Consolidated Freight Classification Rule 41, can be used for number of items where 200-lb. test previously was specified.

**Corrugated Shipping Containers:** 2—33-lb. kraft liner with 26-lb. corrugating medium provides 125-lb. test boxes which can be used for numerous products where 175-lb. and even 200-lb. test were previously specified. Consult Consolidated Freight Classification Rule 41 for limitations. Some canned items, bacon and similar items, can be satis-

factorily packaged in this container.

**Frosted Food Boxes:** 42# outer, 33# inner kraft liner using 33# corrugating medium and waterproof adhesive provides satisfactory freezer boxes for 10- and 15-lb. capacity. Half-telescope is recommended for boxes 4 in. and over or full telescope under 4 in. in height.

**Vinyl Vinylidene Chloride Resin:** This is being used under the trade name of Saran and Cry-O-Rap in 2-mil and 1½-mil thicknesses. The 1½ mil, either tubular or flat sheets, electronically sealed, is satisfactory for stuffing such items as braunschweiger, bologna, etc. into consumer sized units. An adaptation of this material, which can be shrunk to the product by dipping in hot water, can be used satisfactorily for smoked pork shoulder butts and picnics, provided the economics are satisfactory. There is a considerable saving in shrink and definite retention of color as compared with cellophane wrapping. The same material can also be used for meat loaves, providing an excellent package for retention of quality and withstanding transportation abuses.

**Marking Inks for Self-Service Packages:** We have tried numerous marking inks for self-service packages and do not find that any of them are entirely satisfactory. Great Lakes Manufacturing Co.'s No. 630, Vaporite, Trojan red and Marsh Ink Co.'s red all have something to recommend them. As far as methods of application are concerned, we recommend the use of a stamp pad, which should be cleaned at regular intervals to keep it from caking. Acetone or denatured alcohol can be used for ink with alcohol base. For inks with kerosene or benzene, combinations of these materials can be used as cleaning agents. Marking pens tested include the Dry-Flo Laundry Type No. 66 and Vaporite Fine Point, either of which may be used.

### Comments on Packaging Problems

We suggest that suppliers try the following in the interests of conserving materials and for purposes of economy:

a. Freezer tape for box closure more economical than wire strapping where the adhesive used on the tape will resist low temperatures, moisture condensate and high humidities during shipment.

b. Box closure adhesives that will resist cooler temperatures, humidity and freezer temperatures and conditions.

c. Marking ink that will penetrate grease, resist moisture condensate, dry very fast and resist smearing or rubbing off at any stage of marketing cycle.

d. Polyethylene coated paper using ¼ mil coating.

e. Polyethylene, 1 mil thickness.

f. Cellophane. More of it!

**Frosted Foods:** While we have mentioned both cellophane and rubber hydrochloride as satisfactory packaging materials, the effectiveness of the wrapping depends on the cling that is obtained and the elimination of air pockets. Mechanical equipment for tightly

enclosing circular product is, as far as we know, limited to the so-called Cloud Machine, using the stretch application of rubber hydrochloride.

**Tray Packages of Sliced Bacon:** Our results have continuously indicated the use of 300 MSAT-87 cellophane. We have had better results with preservation of color and prevention of dehydration using the moisture resistant film. Substitutions for this are, in order of preference, 300 MS-1, 300 LSAT or any equivalents. 80 rubber hydrochloride is also satisfactory. Equipment for the application of cellophane is not at the present stage of development entirely satisfactory.

None of the equipment we have investigated provides a tight enough wrap to retain quality and appearance. If the cellophane wrapper becomes disengaged from the surface of the bacon, the fat globules adhere to the under surface of the cellophane, causing a graying effect which makes the bacon look older than it actually is. A tight wrap is absolutely essential. There are machines being used with speeds up to 60 per minute. Machines in use have been made by Package Machinery Corp., Hayssen, Battle Creek, Knapp-Wrap and many others.

**Freezer Wrapping:** Requirements for freezer wrap are low MVT rate, .002 or less, high bursting strength, high initial tear resistance, greaseproofness and above all, the ability to conform easily to the contours of the product so as to eliminate oxygen and provide surface cling. There is need for development of a material which is economical, yet which can be pulled on to the meat by the application of vacuum without hope of retaining vacuum, but which will retain surface cling.

**Vacuum Packaging in Flexible Transparent Materials:** Innumerable tests and actual production of sliced bacon and sliced luncheon meats packaged under vacuum have proven that the shelf life of the product is extended, it slows down any action of active organisms and considerably retards the effect of light. Sliced luncheon meats can be held in this package for 14-day marketing period and provide fresh, palatable products for the housewife.

Sliced bacon can go up to 21 days. The essential element of vacuum packaging is to pull a minimum of 29 in. and retain minimum of 24 in. of vacuum. Films should have a maximum oxygen permeability of .0015 with an optimum of .0004 measured in terms of cubic centimeters per sq. in. per 24 hours at 40 degrees F. and 85 per cent R.H. Every care must be maintained to see that leakers are kept to an absolute minimum, 3 per cent being the maximum figure. Bell jar testing of a percentage of product prior to shipment is recommended, in addition to careful visual inspection at the time of vacuumizing and sealing. The greatest single cause of leakers is top seal wrinkles.

Also, leakers are caused by rough handling on the docks and in transit. Care must be taken to see that the

packages are handled carefully so that the sealed pouches will not be fractured.

**Sliced Luncheon Meat Packaging:** No substitute has been found in our testing for 300 LSAT cellophane. So far we have not been able to find any satisfactory substitute among other films. The success of sliced luncheon meat packaging depends on the tightness of the wrap and the cling of the product. Elimination of all possible air pockets results in a more satisfactory delivered product.

**Frankfurter Packaging:** We have been unable satisfactorily to vacuum package frankfurters, as the vacuum draws out the moisture which appears in the package between the franks and is objectionable from a selling viewpoint. We have found no substitute for 300 LSAT although present tests indicate possibility of being able to use 80 rubber hydrochloride. We have not found any method of doing away with formation of moisture condensate inside the package. Tightness of the wrap and the cling is the only method of preventing it.

**Equipment:** As far as packaging equipment developments are concerned, I don't have much to report that is new or startling. It is my understanding that the so-called Cloud Machine, which applies tensilized pliofilm to round or cylindrical objects, is going into production and will be available for general purchase in the near future. This machine has possibilities in connection with the preparation of stacked packs of sliced frosted foods, for piece sausage, for smoked pork shoulder butts and similar items.

I have already commented on the machines available for tray pack sliced bacon. In our opinion none of these are too satisfactory at the present time because they don't provide a tight wrap. We have not yet found any machine that is entirely satisfactory for wrapping pound or half-pound packages of frankfurters. Most of them that we know give too loose a wrap to be satisfactory. Further, all of the machines which we know about require a tray or at a minimum a "U" board and the use of the "U" board prevents making as tight a package as can be obtained with the flat board.

**CHAIRMAN BROECKER:** Thank you, Mr. Winans, for your very interesting and informative talk. There are a lot of problems that had to be worked out by the scientists before prepackaging could become a reality. One of those very troublesome problems has been the discoloration of meat as affected by light when the product is stored in a self-service display case.

The speaker for this subject is Dr. John M. Ramsbottom of the Research Laboratories of Swift and Company. Dr. Ramsbottom has been with Swift for 15 years and has conducted considerable research on fresh and frozen meats. He is currently in charge of the Films and Container division of the Research Laboratories of Swift located in Chicago.

## Discoloration

—RAMSBOTTOM—

**T**HE trend toward self-service merchandising of prepackaged meats has served to emphasize some of the problems of the processor and retailer of meats, one of which is the discoloration of meats by light.

In self-service merchandising the packaged meat item becomes its own salesman. Sales tests have shown that if other conditions are equal, meats in transparent packages outsell meats in opaque packages. Thus it is important that the bright color and natural appeal of fresh, cured, smoked and table-ready meats be retained while the transparent packages are on display. Studies have been made in the Swift & Company research laboratories on the discoloration of meats by light in self-service display cases.

Among the important conclusions reached are that sliced cured, smoked and table-ready meats, including ham, bacon, bologna and loaves are subject to fading by display case lighting if packaged in transparent air-permeable films. Fresh meats, on the other hand, including beef, pork, lamb and veal, are not significantly discolored within the usual display period.

Other conclusions are as follows:

1. The minimum exposure which causes noticeable fading in representative sliced cured, smoked or table-ready meats is approximately one hour under a light intensity of 60 foot candles. The fading is objectionable if the exposure continues for four hours or more.

2. Sliced cured, smoked and table-ready meats fade just as quickly under incandescent tungsten filament lamps as they do under fluorescent

lamps provided the light intensity is the same.

3. Filtering out the very small amounts of ultra-violet light emitted by fluorescent lamps does not lessen the discoloration of sliced cured, smoked and table-ready meats, if the light intensity is not changed.

4. The fading of meats is proportional to exposure. The same end point can be reached by holding light intensity constant and increasing time or by keeping the time interval constant and increasing light intensity.

5. Display of sliced cured, smoked and table-ready meats in the frozen state does not reduce the susceptibility of these meats to fading by light.

6. The discoloration upon exposure to light is limited to the top slice of sliced meat or to the exposed surface of larger pieces.

7. Discoloration of transparent packaged cured, smoked and table-ready meats by display case lighting can be controlled by (a) a quick turnover (b) an opaque label on the surface of the package which is exposed to the light (c) an oxygen-free package.

**CHAIRMAN BROECKER:** Dr. Ramsbottom, I am sure you have added some beneficial light to this troublesome lighting problem relating to the prepackaging of meats.

Now, we turn to another scientist for help and guidance on the subject of some of the technical aspects of the prepackaging of meats. He is Mr. George Garnatz, director of the Kroger Food Foundation. Mr. Garnatz was chief chemist for the Kroger Company for many years and since 1945 has been director of the Kroger Food Foundation. He has carried out extensive research in the prepackaging of meat and other food products. He is well qualified to discuss the topic, "Technical Aspects of Prepackaged Meat."

## Making the Most of Time

—GARNATZ—

**T**HE CARDINAL objective in prepackaging meats is to render a better service to Mrs. Consumer. This objective is compounded from many elements. Among them is the desire to make available to her for her convenient, personal selection, the particular cut or product she desires, in the quantity she needs, at the price she can afford to pay. Attractively neat packages, with substantial visibility of product are involved. These packages must also be reasonably durable and protective.

Packages meeting these conditions do not spring from the simple mechanical act of placing the product inside some wrapping material. It has required the working out of production methods in the cutting, wrapping, weighing and labeling of the item offered for sale. Much progress has been made in this

direction so that prepackaging is being accomplished relatively efficiently.

While prepackaged meats are meeting with very satisfactory acceptance, they have not reached that utopian estate where they sell without effort. Rather, the introduction of them calls for new and different merchandising techniques. Here, too, encouraging progress is being made and as experience in this field broadens, it is reasonable to assume that refinements will come apace.

There is another element in this picture which, if not adequately provided for, would bring all other effort to naught. The quality of the product must stand up under Mrs. Consumer's scrutiny not only as she observes it at the point of sale but also when she serves it on her table. Its appearance must be normal and free from any type



of discoloration which would shake her confidence. It must be free from any indications of unsoundness such as off odor, stickiness or sliming. In fact, prepackaged meats must come to Mrs. Consumer as fresh and wholesome as possible for she has indicated that she appreciates nothing more highly than freshness.

The attainment of this end cannot be divorced from any step in the production of prepackaged meats, but it does place special emphasis on the application of technology to the problems encountered when meats are packaged in advance of retail sale.

The perishability of meat is so well recognized, and the necessity to expedite its handling is so fundamental, that it seems hardly worth mentioning the factor of time. Nevertheless, since the technical problems encountered are either intensified or relieved in proportion as time is lengthened or shortened and, since almost every compensation applied is designed for the purpose of overcoming the ravages of time, there is justification for mentioning it. Holding time to a practical minimum, though elemental, is axiomatic. It is still the most effective means available for insuring freshness of product. Until equally effective means are found, recognition of the importance of the factor of time will dictate whether products and which products should be prepackaged in the retail store or in a central plant. A specific example which emphasizes, thus far at least, that there is no substitute for freshness nor any adequate compensation for time is luncheon meat prepackaged at a central point. The short shelf-life of this class of merchandise presents a serious problem to the retailer.

### Problems of Display

In the final analysis the preservation of meat and the retardation of virtually all reactions associated with deterioration depend upon the intelligent use of refrigeration. Engineering advances in this field have contributed importantly in making prepackaged meats possible, especially with regard to the design of display cases capable of maintaining desirably low holding temperatures. The precautions with respect to temperature control generally in vogue within the meat packing industry up to the point of the cutting room are even more significant when prepackaging is practiced. The cutting room should be maintained at a temperature of 56 to 60 degs. F. and the temperature of the display case should be maintained at not over 40 degs. F. In fact, the rate of deterioration becomes alarming at temperatures exceeding 40 degs. F. while real advantages accrue from the utilization of display case temperatures down to a minimum of 30 degs. F.

There is a tendency for operators to overfill the display case on the theory that prepackaged meat displayed in mass will sell better. By doing so, however, one is likely to overtax the refrigeration capacity and the operating efficiency of the case is impaired. The

meat is not as well refrigerated as one assumes or some meat is being held above the zone of refrigeration. Along with this, turnover and rotation of stock are not as well controlled. Greater damage to packages is encountered due to the consumer's disposition to select her purchase from the bottom layer. The experience of some has demonstrated that prepackaged meats can be displayed effectively for sale "cafeteria" style or no more than two layers deep. This takes cognizance of the observation that area of display is the major factor in creating the impression of mass and, at the same time, it guarantees effective refrigeration, facilitates rotation and favors reduction of damaged packages.

Net weight control of prepackaged meats is a point deserving serious attention because of its economic importance and its significance in maintaining the consumer's confidence in this method of distribution. It is important, too, because in its attainment, to a practical degree, some concessions must be made in other technical factors.

### Weight Loss Control

One must steer a careful course in designing the package with weight control in mind. If the package be made too moisture vapor resistant, unsightliness results with many fresh meat cuts because of "weeping." The high humidity inside the package, and under some conditions, the condensation formed, contribute to deterioration in the forms of discoloration, sliming, off odors and off flavors. On the other hand, if moisture vapor transmission be too high, the objective will not be attained and discoloration will result because of localized dehydration on the surface of the meat.

It is difficult to define to what degree a film may transmit moisture vapor and still provide for weight control without adversely affecting the meat. Only by means of packaging tests with the various products, held under typical conditions of time, temperature and light, can suitable packaging materials be selected. Our experience indicates that a cellophane having a "wettable" surface, which is permeable to oxygen and possesses relatively low, but some moisture vapor transmissibility, is well suited for packaging fresh meat. More recently we have noted that a "rubber-base" film works out acceptably in this application. For luncheon meats a semi-moisture proof cellophane is well adapted. Somewhat more latitude on moistureproofness of the film is possible for the drier types of processed meats. However, workers in this field are cautioned that many retail operators still display products of this nature without benefit of refrigeration and that, under such conditions, loss of bloom, development of mold and the hazards from bacterial spoilage are increased.

To the packager of meats in a central plant the problem of weight control calls for careful and thorough study. The factors enumerated already, combined with the greater time factor in-

involved, complicate the picture. The result of current practices is a degree of weight shrinkage that poses a serious problem for the retailer and complicates his operation.

Discoloration has already been mentioned and constitutes just about the most serious problem to technologists working with prepackaged meats. Urbain and Ramsbottom found that, generally speaking, protection of appearance results in conditions which aid in flavor retention. Any progress made in this area therefore offers a double reward. Discoloration imposes limitations on the shelf-life of fresh and processed meats and, if anything, presents a more difficult problem in connection with the processed meats.

Discoloration of fresh meat is an entirely different phenomenon than discoloration of processed meats and is chiefly concerned with the red meats. It is common knowledge, for example, that freshly cut beef presents a purple-red color which changes to scarlet-red upon exposure to air. This scarlet-red color is due to the oxygenation of myoglobin, the coloring matter of muscle tissue, and is the color that the consumer associates with good beef. Advantage is taken of this in the preliminary stage of prepackaging beef by exposing the cuts to the air for approximately 15 minutes, during which interval this bright color develops to a maximum degree.

However, the scarlet-red color of beef can be converted back to the purple-red state whenever oxygen is taken away from the oxygenated form of myoglobin either as the result of meat's "biological oxygen demand" or bacterial action. Currently this is regarded as the fundamental explanation for the discoloration of fresh red meats and implies that in order to maintain the scarlet-red color, oxygen should have access to the package and the meat therein. These considerations lead to the generalization that suitable packaging material for fresh meats should be permeable to oxygen in addition to having moisture vapor transmissibility to a limited degree. Some films are treated with coatings which react chemically with the coloring matter of meat, resulting in a brown discoloration. The use of such films should be avoided.

### To Get 72-Hour Life

While it is appreciated that bacterial action plays a role in the discoloration of fresh meat and can contribute to other forms of deterioration, our knowledge is elementary because of the difficulties involved in developing methods which would permit tracing bacterial development under various conditions. Out of our present state of knowledge it is possible to prepackage fresh meats so that they will have a 72-hour shelf-life with provision of time for the consumer to hold them under refrigeration for a reasonable period before preparation by observing the following:

1. Bring meat to cutting room in good condition.
2. Cut in room at 56 to 60 degs. F.

3. Expose cuts to air for 15 minutes prior to packaging.

4. Wrap in a film with some permeability to oxygen and with limited moisture vapor transmission. (If backing board is used, make sure it will not seal off the surface of meat in contact with it and thus cause discoloration.)

5. Hold at a temperature not exceeding 40 degs. F. and preferably lower but not lower than 30 degs. F.

6. Exercise precautions to assure rotation of stocks.

7. Do not expose packages unnecessarily to light or to light of great intensity.

8. Follow good sanitary practices throughout the operation.

If further progress is to be made to render prepackaged fresh meats less perishable, we must develop more objectively the changes that take place with time in fresh meat in the packaged state and we will have to specify more exactly the properties the packaging material must possess. Only in this way can we advance to the position where effective controls can be used or fully adequate compensations can be applied.

The color of cured meats, according to Urbain and Jensen, results from the reaction of nitrous oxide (from the nitrite or nitrate) and the myo-hemoglobin of the meat tissue to form nitric oxide myo-hemoglobin. It combines readily with the oxygen of the air to form a brown or gray discoloration. This latter reaction goes forward quite rapidly in the presence of light and constitutes the greatest stumbling block in the way of more satisfactory packaging of table-ready meats. Urbain and Ramsbottom have demonstrated experimentally that in accord with what is known of the chemistry of the fading reaction, it can be greatly retarded by the exclusion of air or light from the package.

### Vacuum Packaging

After all of the other conditions have been observed, such as time, temperature and the use of a semi-moisture proof film, only two alternatives are left with which to cope with color fading. They are a vacuum package or a package that is at least opaque on the side which is exposed on display. Some application of vacuum packaging is being made and within our experience is effective in preventing color fading. However, its application is restricted to packaging at central points where the volume handled justifies the cost of equipping for this type package and even so increases the cost. Experience also indicates that the conditions dictated by vacuum packaging also carry with them greater moistureproofness which increases the opportunities for bacterial action to creep into the picture.

Vacuum packaging places on the handler the need to avoid fluctuating temperatures in the course of distribution, for under such conditions condensation results on the surface in contact with the packaging material, a condition which is more favorable to bacterial

action. An observation which points up the need for education in the handling of vacuum packaged smoked meats by store personnel is their disposition to display such items without refrigeration.

Until research, still to be done, provides other ways of coping with color fading, the package having an opaque side to expose on display is the more readily applied, is more economical, is effective with regard to fading and, where used, works out acceptably merchandising-wise since it does permit the consumer a good degree of visibility.

Kraft and Wanderstock have suggested that antioxidants could be used to alleviate the discoloration of fresh and cured meats to be prepackaged. They report that the antioxidants were more effective with fresh than with cured meats. This represents a new approach but will call for further study before its utility is established.

**CHAIRMAN BROECKER:** We thank you, Mr. Garnatz, for giving us the benefit of your knowledge and experience in this most important aspect of

prepackaging of self-service meats.

Now, the next phase of our program dovetails in with our prepackaging problems because a number of problems obviously prevail in the distribution of these packaged meats in the stores and to housewives. In order to have the most competent authorities tell us about some of these problems, we have invited three retail meat experts in the distribution of prepackaged meats in self-service stores. They will serve as a panel for a discussion of the problems and experiences of retailers in the handling of prepackaged meats.

The first of this team is Carl Oakley, who is in charge of self-service prepackaged meat, Grand Union Stores in New York, one of the leading retail food distributors in the New York area. Mr. Oakley has been in charge of the development of Grand Union's self-service meat operation, including the equipment, the wrapping materials, the methods and the store layouts, since the first experimental installation. He has been connected with Grand Union's meat operation for nearly 20 years.

## Fresh Cut Prepackaging

OAKLEY

**G**RAND UNION was one of the first of the large chains to adopt 100 per cent self-service meat departments wholeheartedly. At the present time over 65 per cent of our total meat business is done in self-service meat departments, a percentage which I do not believe is matched by any chain of comparable size. So I think you can readily understand why we are as vitally interested as you are in solving the problems that have arisen in self-service meat departments. My talk today will concern only the problems as they pertain to prepackaging of fresh meats.

One of the questions foremost in our minds today, I believe, is whether or not the prepackaging of fresh meats by the packer for distribution to the retailer can ever be put on a practical basis. I know of no case in which a successful operation of this kind has actually been achieved. There are still many serious problems involving merchandising principles and distribution methods which have to be solved before this otherwise desirable goal can be reached.

As you know, a successful manager of a retail meat store is not only an expert cutter but he is an expert merchandiser. By different means he controls the flow of the various cuts of fresh meat so that he moves every part of the carcass. Large super markets order a minimum of wholesale cuts. Good merchandising enables them to handle carcasses almost exclusively. If packers were to perform the function of prepackaging fresh

meat so that retail markets received only customer cuts, then there is no longer the incentive for managers to merchandise properly.

In addition to this, prepackaging of fresh meats by packers raises other serious problems, such as the handling of special orders for unusual size and thickness of cuts, the reprocessing and rewrapping of cuts not selling, the proper ordering of merchandise, the pushing of the lesser known cuts and, of course, the physical problems of transportation and adequate number of deliveries.

We all know that many packers are successfully prepackaging many delicatessen items and smoked meats. As far as fresh meats are concerned, some packers have also experimented with the prepackaging of such items as offal and ground beef, but due to the long distance these products had to be shipped, it was necessary to freeze them in order to assure their freshness upon arrival. However, since the self-service meat cases are maintained at a temperature from 34 to 38 degs., it was impossible to display this merchandise in the regular meat cases. Sales were retarded by isolating these frozen meats in the frozen food department.

At Grand Union we believe that, because of these different problems, under today's conditions fresh meat must be cut and packaged at the point of sale. However, we are looking for further development in the prepackaging by the packer of specialty and delicatessen items and smoked meats.

In addition to the question of pre-packaging of fresh meats by packers, a second big problem confronting the meat industry is the discoloration of prepackaged fresh meat. It may be that this problem is even more important to us than the first problem. Both the packing industry and the cellophane and Pliofilm companies are to be commended for the excellent research work that they have done in endeavoring to eliminate the discoloration of meat. I feel certain that sometime in the not too distant future, we will have the answer to this problem.

Meanwhile, however, the retail industry can do much to abate and control the discoloration of prepackaged fresh meat. Grand Union is using three different methods: developing the full bloom on all red meats, proper production control, and proper training of our meat department hostesses.

Achieving the full bloom on all cuts of red meats is accomplished by pre-cooling unwrapped consumer cuts. The consumer cuts are stored in a holding cooler at temperatures between 28 and 32 degs. for varying periods of time before wrapping, depending on the cut. During this period in the holding cooler, the so-called bloom develops to the fullest extent. If the meat is wrapped before the bloom is developed fully, discoloration will appear much faster. Successful development of this bloom depends upon determining the exact length of time that each type of cut should remain in this holding cooler. If the meat is allowed to remain too long, it will cause a drying effect on the meat surface because of the lack of humidity in the air.

### **Pre-cooling Is Important**

Incidentally, there is another advantage to pre-cooling other than developing the bloom. While the meat is in the holding cooler, the inside temperature of the meat is brought down considerably before the meat is wrapped. A lower internal temperature means less discoloration of meat. However, after removal from the holding cooler, the minimum amount of time must elapse on the wrapping line before the meat is placed in the display case or in the storage cooler. Otherwise, the internal temperature will again increase. Actually what we are doing here is wrapping the temperature in the meat rather than trying to cool it through the cellophane in the display case.

The second way we try to cut down discoloration is through production control. In other words, we try to wrap only what we think we are going to sell. Our managers must know what turnover they can expect on each item and gear their production accordingly. Unless production is properly tied in with turnover, the meat stays on the production line and in the storage compartments much longer than it should before it is displayed in the cases and, of course, discoloration comes on much more quickly. We have

tried to provide our managers with sales charts designed to help them work out their production schedules, but I must admit that we have not had much luck in getting them to use these.

The hostess, who is an integral part of all Grand Union self-service meat departments, is a third important factor in controlling discoloration. By proper rotation of packages in the display cases and in the storage compartments and by timely orders to the cutting room for merchandise to replenish the display, the hostess can step up turnover and thus cut down the danger of discoloration. Also, packages having torn cellophane start to discolor at once. Therefore, the hostess must be on the alert constantly to have these removed and re-wrapped immediately.

Thus we have tried to control discoloration of fresh meat in our self-service meat departments, through the use of pre-cooling before wrapping, by production control, and through alert hostesses.

In addition to prepackaging of fresh meats by the packers and the question of discoloration of fresh meats after being wrapped, a third problem in the prepackaged meat business is the control of the freshness of the merchandise that has been packaged. At Grand Union we use a chart which indicates the number of days that each item may remain on display. On this chart, proper allowance has been made for the possibility that the customer might store these items a day or so before using. In addition, we code label each package. We have found that the chart, together with the coding, has been an effective way of maintaining freshness. This also automatically helps us to cut down discoloration. To assure perfect control of this system, it is necessary to have concentrated supervision by the manager as well as by the field supervisors.

I have also been asked to discuss briefly the problem of vacuum packaging of fresh meats. We all know that vacuum packaging has been successfully used for delicatessen items. We are watching for developments in the vacuum packaging of fresh meats but so far we have had no actual experience with it. So I am afraid that I cannot give you any worthwhile ideas.

Another major problem in our self-service meat departments is the special services which customers demand. Since too many special orders can disrupt the entire production organization, we have developed certain methods of holding our special service to customers to a minimum. We speed up the handling of special orders by assigning certain personnel to take care of these requests at once. All special orders are wrapped in cellophane in order to avoid giving the impression that certain customers are getting all the choice cuts. We make a note of all special requests so that we can include them in our regular line-up if there is sufficient demand. By these

various methods we have been able to cut down special services considerably.

In conclusion, I want to say that I believe that all of us in the industry have a definite obligation to continue development of prepackaged meats. We must pay particular attention to the control of freshness and quality of the meat offered to the customer. It is therefore the responsibility of all retail operators to supervise and check freshness and quality of merchandise. They must at all times avoid misrepresentation or camouflage of any cut of meat. Each package offered must be clearly labeled, indicating exactly what it contains. We feel at Grand Union that all of us must continue to make available to each other the results of our research work. We should constantly strive for the closer relationship between producer, processor and retailer. The success of one is wholly dependent upon the other.

**CHAIRMAN BROECKER:** The next member of this team of three experts is J. W. Glenn (T-Bone) Smith, meat merchandiser of Henke and Pillot, Inc., Houston, Texas.

T-Bone was born in the cattle country of Texas, reared on one of those huge ranches down there, and began his acquaintanceship with cows at an early age. He became associated with Henke and Pillot as head of their meat department in 1938. He has brought to the trade many successful innovations. Today, Henke and Pillot is one of the foremost exponents of self-service meats and delicatessen items. Twenty-nine of its 30 stores have self-service meats with glassed-in cutting rooms appearing in all new stores. Mr. Smith has changed over all of the company's old stores, except one, to self-service. All of their new stores feature prepackaged meats. T-Bone, will you tell us how it is down Houston way?

## **'Pioneers'**

**—SMITH—**

**MR. CHAIRMAN,** guests, speakers, fellow-sufferers and ladies and gentlemen: I assure you it is indeed a pleasure for a country boy from Texas to be able to speak before such a distinguished group of people. I had no idea that I would be called on to talk. I was merely to serve on a panel and try to answer a few questions.

If I were equipped and you would allot me the time, I could not in two weeks' time tell as much about self-service as I have learned here today.

We feel that we had something to do with pioneering self-service in the South. The South, as you know, represents quite a large percentage of the self-service markets of the nation. We have gained what little knowledge we have by observing others, by watching others, by listening, and just stumbling



along through the spirit of give and take.

If there is anything that I can convey to this convention or to any of you people who might have nerve enough to tackle this thing after what you have heard today—it is this: You are the bravest group of pioneers in this world.

I am not going any further with this talk because we have another very distinguished gentleman on this panel and I want you to know it makes me feel very humble to serve with men who have the responsibility of running 150 and 200 markets when I am down there wrestling with just 30. I am going, therefore, to turn it over to men who are far more qualified than I am and sit back and listen.

**CHAIRMAN BROECKER:** Now for

## 'Housewife Wants Self-Service'

**BREWER**

**I** AM GOING to outline briefly the type of distribution business that we operate. We have 155 stores in the Chicago area—all of which are equipped with meat markets. Our trading area extends within a 50-mile radius. At the present time we operate 11 self-service fresh meat markets. Because of union restrictions these markets are located only in what is known as Local 189 and that area includes LaGrange, Ill., west to Aurora and south to include Chicago Heights and Park Forest, and north to include Arlington Heights, Barrington and Crystal Lake.

Union Local 546 and its affiliated locals, which include membership in Chicago proper and some of the outlying areas, have a contract with the retail meat operators that prohibits the sale of self-service meat.

In the early spring of 1948 the decision was made to enter into self-service meat operations and we chose as our first location the market in our store at Elmhurst, Ill. This store is approximately 42 x 110 ft.—no basement—and the market had a little better than average sales volume. About six months prior to this conversion, we worked very closely with the DuPont organization—specifically with Mr. Shaffer—and also made visits to observe other operations and to get the know-how and the benefit of the experience of other operators so when we finally did convert we would make as few errors and mistakes as possible.

In September, 1948 the converted market was opened and during the first two operating periods it showed a very substantial gain in meat sales and also in total store sales. Since that time we have opened ten other self-service fresh meat departments and they, too, are all in the upper sales bracket in our meat operations.

From the experience we have had

the third member of this retailer panel, Mr. J. A. Brewer, store operating manager of Jewel Tea Company, whose headquarters are here in Chicago. Jewel Tea is one of the outstanding retail food distributors in this section of the country. Mr. Brewer became associated with Jewel Tea in 1932 when that organization purchased another chain of retail stores in nearby Oak Park. He was first a store manager, later transferred to larger stores of the Jewel system, was promoted to district manager and then became superintendent in charge of 50 stores.

In February 1948 he became assistant to the operating manager of Jewel Tea and in May 1950 was made food store operating manager. He has done considerable work on the prepackaging of sausage and meat specialties.

with these markets it is our opinion that this is the way Mrs. Consumer wants to buy her meats.

The selling of fresh meats in a prepackaged form is a very risky business unless you start with:

1. Top quality fresh meat.
2. Wrap it in the proper type of transparent wrapping.
3. Display it in the right type self-service case under proper refrigeration, and
4. Have a code dating system plainly visible on the label stating just exactly how long this meat can remain on sale so that Mrs. Consumer will get it in fresh condition, and of course,
5. Plus your eyes!

We at Jewel have a two-day code on fresh meats and a four- to seven-day code on luncheon meats and smoked meats. In the case of ground meats we have limited sales to one day. These code limits were arrived at as a result of numerous tests that were made at store level and in similar conditions that would exist in a customer's home. We feel that these limits assure a customer of purchasing meat in our markets at the peak of freshness and that she, in turn, may take it home and keep it for a reasonable length of time and it will still retain its freshness, both as to quality and appearance.

In the packaging and handling of luncheon meats—or table-ready meats—whichever you choose to call them, we have had quite a bit of experience. Toward the end of World War II we were experimenting in one of our stores with the packaging of luncheon meats in self-service packages, primarily wrapped in cellophane. We found this operation fairly successful except that it wasn't economical to have one of them in each store.

We talked with a number of packers

but none of them seemed to want to undertake this experiment at that time. So, we decided to continue with it and we set up a small operation in our warehouse to service a few stores. We continued this operation in the warehouse and finally we were able to contact a packer who was willing to take on this job. We gave him our knowledge and experience in packaging luncheon meats and he, in turn, developed it still further until today he not only has our entire chain of 155 stores but he also has a number of other chains and department stores as his accounts.

At the time we were packaging luncheon meats we worked very closely with the DuPont organization to try to overcome and alleviate the cause of discoloration in this type product. As everyone knows, discoloration is caused by light and air. We used a type of cellophane that admits the least amount of air, but, of course, it wasn't airtight. We finally worked out the use of a masking or backing paper which completely covered one end of the package and on that end was placed a label which appeared face upward toward the customer.

The label, of course, described the type of luncheon meat she was buying and if she wanted to see the actual meat, all she had to do was turn the package over. I do not know if we were the first to use this particular idea but whoever thought of it originally was certainly progressive. Although this probably is not the final answer in the packaging of luncheon meats, it is the best we have seen so far.

I believe that the success of sales in luncheon meats and sausage meats is based solely upon their freshness. If a customer buys a package of this type meat and finds that it is not as fresh as she thinks it should be, she'll never again buy her meat self-service.

We at Jewel have been very fussy on this point and all of our luncheon meats carry an expiration code and when the product has reached its time limit, it is taken off sale and dumped.

It has been our feeling for a long time that if the packers would concentrate on doing a good job in the packaging of smoked meats and table-ready meats and present to the consumer and the retailer a package that not only has appearance but also has keeping qualities within the code limit that would assure freshness of the package in the customer's home—then, we in the retail meat business would concentrate on the packaging of fresh meats.

**CHAIRMAN BROECKER:** Now for the informal part of this section meeting, the question and answer period. I am sure you people in the audience have some questions that you would like to direct to these speakers. Who will be first?

**QUESTION:** What has been their (the speakers') experience with the self-service life of boiled ham that has been sliced and prepacked?

**OAKLEY:** We have prepackaged boiled ham and it has been one of our toughest items. It doesn't stand up too well. We display it upside-down to prevent discoloration and we have had complaints from our customers because there are so many end pieces which have to be worked in. Sometimes the people doing the packaging are not careful in the number they work in. When Mrs. Housewife gets a package and finds it is consecutive end pieces, we get complaints. We get deliveries three times a week and the ham maintains its freshness pretty well. The ham is packaged in cellophane.

**BREWER:** Could I ask one question on that? You mentioned the fact that you intermixed the end slices in boiled ham. I frankly think that is very poor practice and other packers do too, to some extent. But that in my opinion is a chisel. You get a nice, firm, wide slice, and then you put in an end and then another nice slice and then an end.

I wonder if it wouldn't be good business to wrap a package of end cuts and then one of all of your choice cuts, not exactly centers, but surely not the ends, and price them accordingly? Maybe you would want to raise the price of the choice cuts and lower that of the ends right down to the bottom.

**QUESTION:** On the control weight, do we understand that you hold it to half a pound or a catch weight? Is it weighed by the ounce like a standard of seven or eight rather than eight or sixteen?

**BREWER:** I say you have to work with the retailer on this. It depends on the price of the product. We know in the retail game that 39c sells twice as much as 41 or 40c. It is just natural that that is what she wants to pay. You have to vary it, based on the season of the year, the cost of the product and competition. It is confusing in the customer's mind to go to one store and under one label find a half-pound at a certain price and go to another store and find seven ounces at a cheaper price. It is the same rate per pound, but it is the package price she is paying for.

**QUESTION:** You don't mean catch weights?

**BREWER:** That makes it difficult on the retail end. We have to weigh it again. We don't want to have to work too hard in retail.

**SAME QUESTIONER:** What responsibility does the packer take in the control after it gets into the retail store?

**BREWER:** Here is the way we work it in our company: We have a four-day code limit on all sliced luncheon meats. We have a seven-day on stick. I am talking about this area, where we are able to get to our stores overnight. We deliver to every store every day. It wouldn't work so well 150 miles from the packer. All our merchandise is coded by the different packers with an expiration code at the end of four days. At the end of that time, we dump it—

throw it out. We take losses, sometimes. I don't care what business you operate, you are going to have a shrink sometime or other. I think it is just poor business to sell a package that you know the housewife will want to keep at home for four more days, which you have to plan on. When she opens it, sees your name on it and it isn't good, she won't buy any more.

So, we say four days. We know it will last eight days. That allows four days in her home.

**SAME QUESTIONER:** It is your responsibility after it gets into your own store. Do you handle your own deliveries or does the packer?

**BREWER:** Some of the packers do and some don't. If they don't, they bring it into our warehouses and we load it on our trucks. Of course, we don't expect to get charged as much for that type of delivery.

**QUESTION:** How serious is the shrinkage problem on prepack?

**BREWER:** You have a real problem there and it is all brought about, to my knowledge, through improper temperature from the time it leaves your plant until it gets to our stores. I think, frankly, that both of us can do a better job in our trucks to keep it at a proper temperature level so the shrink level won't enter into it so rapidly. In Chicago we have to conform to the weight on the package. If it is less than what it says, we reweigh it and that, of course, is an expensive procedure. It requires quick turnover. If it is a half-ounce over, you would raise the price. We don't want that. But, it is in quick turnover where success lies.

**SMITH:** I would like to elaborate just a little further on the boiled ham question, asked earlier, and, I would like to toss out something to these packers on the quality of prepackaged meats, if I may.

The question was asked as to the life of prepackaged boiled ham. Mr. Brewer can obtain boiled ham deliveries daily, but when you are scattered over a wide prairie, over 130 miles, and doing your own delivery, we have found that canned hams are a better bet for prepacking than the regular boiled ham. A smoked, cooked, canned ham has a longer life than a plain canned ham. We have proved in our company that you can have the stock in your cooler, and open one can at a time, slice it, pack it and sell it. It will stand rough treatment. A boiled ham by its very nature is delicate. It will fall to pieces when you cut it.

We think a canned ham can be merchandised in two ways—end cuts and center cuts. There is one thing the retailer himself can do, and that is, kill self-service. By the same token, there is the fact that he can kill his competitor's self-service. You can make up your mind whether you want the prepackage business and self-service or don't. Short practices on the retailer's part, end cuts mixed with center, etc. don't fool the

customer. She doesn't get mad at the store so much as she does with self-service. She is automatically through with self-service. I can operate a bad self-service market and it will hurt my competitor. She doesn't want to try the self-service.

By the same token, this is one thing that is going to make the packers work together. One can kill your business and you can kill his, because you can place the customer where she says, "I don't want prepackaged meats." She isn't mad at any one packer. She is mad at the idea. She doesn't want prepackaged meats.

Gentlemen, for your own salvation, be careful. Put the highest quality package that you know how to handle on your market and move it as rapidly as you know how to. Do as good a job as you know how in distributing the merchandise.

We have two sizes of labels for every product. The center slices require the large label and the end slices the small label. There is nothing wrong with the small end of the cooked salami or bologna. The lady buying it sees the size of the slices. They are as good as the larger ones. She saves a little money. Keep sharp practices out of the retail end and do the best job you know how to do and turn out the finest product money can make if you intend to stay in self-service.

**QUESTION:** Is there any difference in the packaging materials used in the packaging of frankfurters or fresh pork sausage and, if so, what might that difference be in the keeping qualities of the prepackaged sausage as against the bulk product?

**BREWER:** It is a question of know-how and the proper types of wrapping used. Pork sausage comes in a waxed carton and cellophane wrapped and in any form you want. For instance, I have seen smoked stuff in almost perfect condition after seven days and others spoiled after two days. It depends on how you keep it and it depends on how the thing is handled from the time it leaves the plant until we get it. There are so many angles on this.

**GARNATZ:** I would like to say this, all other things being equal. I am quite sure packaged frankfurters and link pork sausage will have a longer life than the unpackaged product.

**SMITH:** Packaged frankfurters and link pork sausages under the proper temperature have a longer life, I think. They are out of the open and they are inclined to shrink when they are left in the open and not stay in their natural form. Being in the package helps to lengthen their life.

There is one very important factor in the packaging of links or wieners—package them so the housewife can see how many links she is getting. Don't leave a little window, but make it plain. And don't fold the ends over the ends of the frankfurters, but over the side,

so she can see the ends of all the frankfurters. I think that is important.

**QUESTION:** I would like to hear some one other than Mr. Brewer regarding this thing of having a varying size package. It has been quite a bone of contention on some of the self-service items that we should standardize as to the type of package. This matter obviously influences our costs. It is my assumption that the size and the price will be influenced according to the particular locality and the economic provisions.

**SMITH:** The very important part of self-service is variety. Quite often, I will have a phone call from some part of the territory saying, "We are having complaints that the customer can't get small enough packages." They want variety. She would like to have several kinds of cold cuts on the platter, but she doesn't feel she needs a half-pound of each.

If you were planning a cold supper, variety would be important. Variety is the thing that has made people buy more of self-service than they would at the service counter. We do need and will always need, variable sizes in packages; two slices, three slices, four slices, and again, not packaged according to ounces, but as to the number of slices and the price of package that will appeal to a certain group of people.

**OAKLEY:** Our experience has been pretty much the same. We have many requests. Rather, I would call them complaints coming into our office, saying that they can't get smaller than an eight-ounce package and we handle all prepacks by the packer on cold cuts. Customers are looking for four-ounce packages, so we have tried to supplement that by putting up our own. Of course we display them upside down in our case to get rid of discoloration. We have had any number of requests for four-ounce packages in our display case. As far as franks are concerned, they are all prepacked and we can get the packages of four and eight and they are available to the customer in our cases.

**QUESTION:** What are the differences in production costs of exact weighed packages as against random weights or catch weights.

**SMITH:** I am not qualified to answer the man in the manner he is seeking, however, I would like to throw this out to you: Each package might carry its own characteristics. For instance, we attempted to package one-pound ground meat, one-pound hamburger. It slowed the production line down and it actually had no purpose. We found we could speed up production, even using the same size, but the 9x13 package, by catching weight of ground beef. It is true that a pound might be enough for one family or one woman, or somebody else might want a pound and four ounces and so forth. We don't attempt to make one pound nets out of ground weight. When we tried to make net

weights it slowed down production and you are inclined to cheat yourself on weights. You are giving a little to make the exact weight and I think it would cost you more.

If you attempt to go too far with the exact weights, rather than to take off where you leave it off, it will cost you more money in the extra weight you give away than using the same size cellophane for a six-ounce package or eight-ounce package. That is what we have found.

**BREWER:** I just made a statement that I look at it from the consumer's viewpoint and our experience has been that they buy it on a price angle more than on a weight angle. She doesn't know what eight ounces is. It may be this big or it may be this big. She knows what 39c and 49c is. But, I think we have to arrive at that natural price in the particular area in which we operate.

It has proven itself in most everything we sell. Strawberries out of season move well at 59c or 49c, but at 39c you could sell a carload.

**CHAIRMAN BROECKER:** I might give you a little of the experience we have had in our plant in Louisville. We have tried both ways and I think, as far as the cost is concerned, that a lot depends upon the setup of the operation. Of course, if you want to figure it down to the fine point, the number of ounces and so forth, what you have for random weights and catch weights is again a different setup. I might say this, that in the eight-ounce package or the 12-ounce package, whatever you might do, I certainly agree with the statement I believe Mr. Smith made, that you will give away a lot of merchandise.

**QUESTION:** May I ask Mr. Winans' opinion on exact weights against variable weights?

**WINANS:** I have to give the retailer what he wants, but my own opinion is that when you keep reducing weights to meet a price condition, you will ultimately wind up with the package that costs so much per pound. You can't afford to sell it. I mean that your package cost gets pretty high. It doesn't make much difference how much you mechanize, because for every reduction of 25 per cent of the weight it costs you 20 per cent more labor to operate the same production line, whatever that line might be. And your material cost doesn't go down appreciably. However, as far as catch weights are concerned, I can't say that they save you much money either. We can scale to a given weight just about as cheaply as you scale to catch weights on most products. On some products there is a difference depending on texture and formulation. On a fresh sausage item that you formulate pretty fair and accurately all the time, you can get as good a result with a six-ounce or eight-ounce weight. But if you take a boiled ham, where you get sizes with varying fat content you

have a devil of a time trying to make accurate weights for that. It depends on the type or degree of formulation you have and the type or method used for production of it.

**QUESTION:** It strikes me that the last speaker really got to the crux of this thing. I can't help but be impressed all the time on the retailing end that we are attempting to train women to buy in smaller amounts. Do we want women to buy more or less? The thing is growing smaller and smaller and sometimes it seems ridiculous. I just wonder where it will stop.

**WINANS:** I certainly don't want to give the impression that I am against giving the women, God bless them, anything they want. If they want four-ounce packages, we will give them four-ounce packages, but the real point I was trying to make is that a four-ounce package, to be economical, has to be merchandised in sufficient volume to pay for the extra cost of producing it. Otherwise, you are charging the consumer so much more for the packaging. You take an item that costs you maybe six cents a pound, over-all cost for material and labor to package—at eight ounces; it will still cost you 20 per cent more in terms of the labor and the application of the package for the four-ounce size, or somewhere in that neighborhood.

Now, there is a point of diminishing return to the woman and while she goes in and thinks of unit value, sooner or later she has to think of her whole food budget and when she does that, it may be she will change her mind on the smaller size packages from a competitive viewpoint in her own budget.

**SAME QUESTIONER:** It seems to me if we go into self-service to satisfy every last customer, we won't be saving much.

**QUESTION:** I wonder if one of the gentlemen on the panel would have a cost per pound basis of their experience in packaging meat for retail levels?

**BREWER:** We don't know. It wouldn't do us much good to know anyway. We are stuck with certain rates of pay and we produce all we can under that basis. We are making money.

Some operators go to the extent of actual per package cost. One operator sent me a list a few weeks back and he had a wonderful setup. He had statistics to show that he was doing all the volume and he knew what he was doing and I didn't. But, I was making more money.

You get to the point where you know what everything costs you and you are afraid to sell it. You might lose a little money. The customer tells you what size package you are going to sell her because that is what she will buy. If you don't produce it in the size she wants, somebody else will and that is the whole thing, and it is true to form in this prepackaged fresh meats and other varieties.





McCALLUM



H. C. GREER



T. G. REDMAN



E. J. BAKER

## ACCOUNTING



J. F. SELLS



I. L. BEAMAN



D. SMITH

**T**HE accounting section meeting convened at 10 a.m. on Saturday, September 30, with W. W. McCallum, vice president and treasurer of Oscar Mayer & Co., presiding.

**W. W. McCALLUM:** Howard C. Greer, director, management consultant and special representative of Kingan & Co., will discuss "Improvements in Accounting for Executive Control." Mr. Greer was the director of the American Meat Institute's department of marketing for 12 years. He then served 10 years with Kingan & Co. as a vice president. Recently, Mr. Greer has served as a director and management consultant to Kingan and the Monon Railroad. He is also serving as chief financial officer of a company manufacturing industrial rubber goods.

*(The following is an abstract of some portions of the talk by Mr. Greer.)*

**HOWARD C. GREER:** The accounting department should furnish management with some of the tools for carrying out its functions. Reports to management should be concise, understand-

able and should include a "frame of reference"—standards of comparison by which the data can be most easily understood and effectively interpreted.

A business, Greer pointed out, needs standards against which actual operating and sales performances for a given period can be measured. At Kingan & Co. the accounting department accumulates the basic facts and sets up the standards in usable form for management.

In a packinghouse various non-money measurements of performance (production in pounds, etc.) must be taken and are then used alone or in combination with money factors to obtain such indices as cost per pound, price per pound, etc.

Greer emphasized that every concern should have a budget, which he described as "simply a look into the future." A budget is not only an important mechanism for control of the business by management, but it also provides a "frame of reference" for more objective consideration of the firm's status and overall performance.

He stated that setting up a budget is not as difficult as it is sometimes believed to be, provided that accurate records have been kept in the past. Moreover, the budget, if carefully prepared, can be surprisingly accurate in its forecasts of the volume of expenditures for maintenance, sales cost, etc. A budget, to be most useful in looking into the future, should cover all the major factors in the company's operations, and should include non-money data on the volume of livestock slaughter, inventories and sales.

With the budget facts before them, as well as figures on current and past performance, executives of the company are in a good position to set policies with respect to livestock purchases, accumulation of stocks, sales and other activities.

Greer brought out that budget figures are in constant use at Kingan & Co. headquarters in the control and management of the firm's operations. For example, the table shown in Figure 1 on "Livestock Processing Program for the Week," the card in Figure 2 on "Livestock Processing with Budget Comparisons," the card in Figure 3 on "Company Production with Budget Comparisons," and the chart in Figure 4 on "Industry Production and Price Changes" are used at the meeting in which the livestock purchase program is planned early each week. Figures 2 and 3 show portions of large wall cards which are displayed for ready reference in the meeting room during the planning work. (Figures 1, 2, 3 and 4 appear on page 174.)

Figures 5, 6, 7 and 8 depict portions of tables and a chart covering the Kingan and the industry inventory situation and some price comparisons. Figure 5 is a summarization of company inventories; Figure 6 a breakdown of inventories by product groups; Figure 7 compares prices on selected items and Figure 8 illustrates a multi-color chart used to show industry and company inventory changes over a period of time. (Figures 5, 6, 7 and 8 appear on page 175.)

Sales policies are set up and guided with the aid of the data furnished man-

agement in Figure 9 on "Company Sales by Channels and Areas," in Figure 10, a sales summary reflecting "Company Sales of Selected Products," in Figure 11 (wall card) showing "Company Sales with Budget Comparisons," and Figure 12 (chart) "Company Sales Changes by Periods." (See page 176 for figures 9, 10, 11 and 12.)

**CHAIRMAN W. W. McCALLUM:** We will now hear a report of the American Meat Institute's subcommittee on government reports, analyzing some of the progress already made in connection with the simplification or elimination of reports which industry is required to furnish to government agencies.

The report will be made by T. G. Redman, assistant controller, Swift & Company. Redman began his career in the meat packing industry in 1920 as a messenger with Swift. At the outset he became active in accounting and auditing and prepared for his present position with courses at the YMCA college and Northwestern university.

## Simplifying Reports

REDMAN

**E**XPENSE is a subject that is of extreme interest to all of us in the accounting end of the business. It is our obligation to see that full value is received for monies expended, whether it be for the purchase of raw materials, payment of salaries, or any other type of expense. With the historically narrow margin of profit in the meat packing industry, this constant scrutiny is essential. There are some expenses, however, that we are prone to accept without question, feeling that there is very little that we can do about them anyway, that is, they are not controllable expenses; and in the past I believe most of us have classified the burden of reporting in this category.

We were astounded some years ago, upon making a survey at Swift & Company of the cost of preparing questionnaires for federal, state, and local governments and private agencies, to find that this type of activity was costing a tremendous number of manhours. In making this analysis we accumulated copies of all reports filed, having the people responsible give us the number of hours required in their preparation. In other words, we took off a trial balance of the problem. We then analyzed each report from the standpoint of:

1. The objective. Did it serve a useful purpose?
2. How frequently was it required?
3. Could the report be simplified?
4. Bearing in mind the objective, was the report designed so as to give the maximum of data with a minimum of effort by those who handle it?

### WEEKLY LIVESTOCK SLAUGHTER REPORT

#### AND REPORT

PLANTS All Combined

ACTUAL - PREVIOUS WEEK Week Ending

Plant	CATTLE		CALVES		LAMBS		HOGS	
	Slaughter	On Hand	Slaughter	On Hand	Slaughter	On Hand	Slaughter	On Hand
Indpls.	B		S					
St. Lake	C		R					
Ogish.	D		S					

#### ESTIMATE - THIS WEEK

Plant	CATTLE		CALVES		LAMBS		HOGS	
	Plant	H.O.	Plant	H.O.	Plant	H.O.	Plant	H.O.
Indpls.	B		S					
St. Lake	C		R					
Ogish.	D		S					

FIGURE 1: LIVESTOCK PROCESSING PROGRAM FOR WEEK

#### HOG KILL

Budget and Actual  
Year 1949-50, 3 Months Ending January 26, 1950

(Unit: one head)

W. E.	PLANT A		PLANT B		PLANT C		PLANT D		PLANT E		PLANT F		TOTALS	
	B	A	B	A	B	A	B	A	B	A	B	A	Budget	Actual
Nov. 5														
12														
19														

#### MEAT PRODUCTION AND PURCHASES

Dressed Weights Including Variety Meats in Thousands of Pounds  
ALL PLANTS  
Year 1949-50, 3 Months Ending January 26, 1950

W. E.	BEEF		VEAL & LAMB		PORK		OUTSIDE PURCH.		TOTAL	
	B	A	B	A	B	A	B	A	B	A
Nov. 5										
12										
19										

FIGURE 2: LIVESTOCK PROCESSING—BUDGET COMPARISONS

FIGURE 3: COMPANY PRODUCTION—BUDGET COMPARISONS

## TOTAL MEAT PRODUCTION & PRICES

FISCAL YEAR 1950

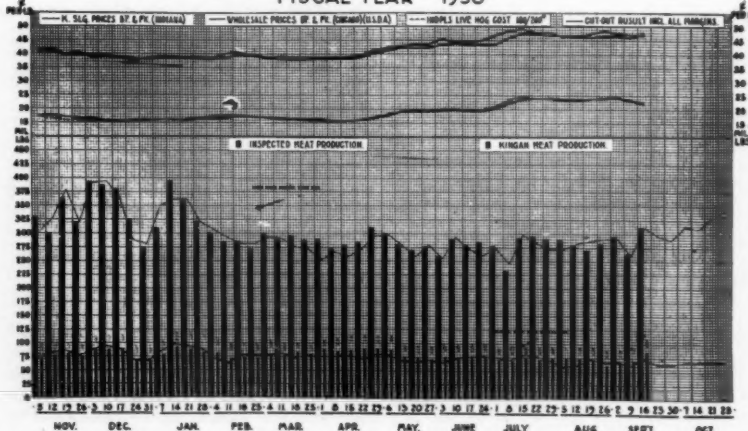


FIGURE 4: INDUSTRY PRODUCTION AND PRICE CHANGES

The results were surprising. We found that savings could be made in cutting down the frequency and simplifying reports. In some instances it was found that the form of report was not giving the interested agency the kind of data it was seeking.

In June of this year an American Meat Institute committee was formed, operating as a sub-committee of the accounting committee, to deal with this problem from an industry standpoint. Members of the committee are as follows:

R. J. Eggert, American Meat Institute; H. M. Eitel, Wilson & Co., Inc.; A. E. Ericson, Oscar Mayer & Co.; E. J. Garrity, Geo. A. Hormel & Co.; Joe Gibson, Rath Packing Co.; K. E. Miller, Armour and Company; J. F. Sells, John Morrell & Co.; and T. G. Redman, Swift & Company.

### Special Committee at Work

Three meetings have been held, and a number of schedules have received consideration. We are fortunate that Eggert was in Washington a few weeks ago and was able to discuss some of the committee's recommendations with the interested government departments. For that reason we are in a position to report the following progress:

1. The possible elimination of the weekly slaughter report, Schedule Form LS-109, was reviewed with responsible government officials. Representatives of the Bureau of the Budget were sympathetic to the elimination of this weekly report, since the information it supplies is no longer essential for accurate slaughter estimates, and since there are alternative sources for obtaining the information on average dressed weight of animals. Representatives of the Department of Agriculture, with whom this was discussed, were also sympathetic with its elimination. A question was raised as to whether or not accurate estimates of dressed weight could be obtained from secondary sources, and this was to be explored before final decision was made to eliminate the schedule. We are happy to report that advice has just been received from the U. S. Department of Agriculture that the weekly slaughter report will be eliminated. Following is a quotation from letter received from H. E. Reed, director of the livestock branch of the Production and Marketing Administration:

"We have been both surprised and delighted to find that the estimates can be made without the weekly reports submitted on Form LS-109. We are, therefore, notifying packers today to discontinue the weekly report. It will be necessary, however, to receive the monthly reports on Form LS-149 in order to make the necessary revisions in estimates. "The idea you submitted was excellent and we appreciated receiving your suggestion. I am also delighted at this opportunity to discontinue the report on Form LS-109 and will feel the same way

### INVENTORY STATISTICS (data in thousands of pounds)

All Plants and Branches				Week Ending _____			
	Reported Stocks			Estim. Stocks	Total this week		
	Indpls	Plants	Brchs.		Stocks	F.S.	S.S.
<b>LIVE STOCK*</b>							
Cattle & Calves							
Lambs							
Hogs							
<b>BEEF-VEAL-LAMB</b>							
Cuts							
Trimnings							
Variety Meats							
<b>PORK-FRESH &amp; FROZEN</b>							
Cuts							
Trimnings							
Variety Meats							

FIGURE 5: COMPANY INVENTORIES—SUMMARY

### PRODUCTION SHIPMENTS, STOCKS: FROZEN BONELESS BEEF CUTS, TRIMMINGS, VARIETY MEATS. (000 omitted) Week Ended \_\_\_\_\_

	Boneless Beef Cuts							Totals	
	Indpls	S. Lake	Omaha	Neche	Orb.	Bartow	Brchs	This Wk	Last Wk
<b>Production</b>									
<b>Shipments</b>									
<b>Stocks</b>									
Cuts									
Rolls									
Butts									
Stripes									
Tenderloins									
Ground Beef									
Other									
<b>Total Stocks</b>									
<b>Forward Sales</b>									
<b>Net Interest</b>									
<b>Short Sales</b>									

FIGURE 6: COMPANY INVENTORIES—PRODUCT GROUPS

### MEAT PRICE COMPARISON (Kings & Co. Base Trfr. Prices) Week Ending \_\_\_\_\_

Item	This Week	Last Week	Month Ago	Year Ago	Year Ago	High This Yr. Price Date	Low This Yr. Price Date
<b>Fresh Cuts Pkd.</b>							
Loins 3/12.....							
Boston Butts 4/8.....							
Reg. Picnics 4/6.....							
Belly Ribs 3/dn.....							
Neck Bones.....							
Boneless Meats, etc.*							
Trimmings-Spl. Lean.....							
Trimmings-Reg							

FIGURE 7: PRICE COMPARISONS—SELECTED ITEMS

## PORK MEAT STOCKS & PRICES.

FISCAL YEAR 1950

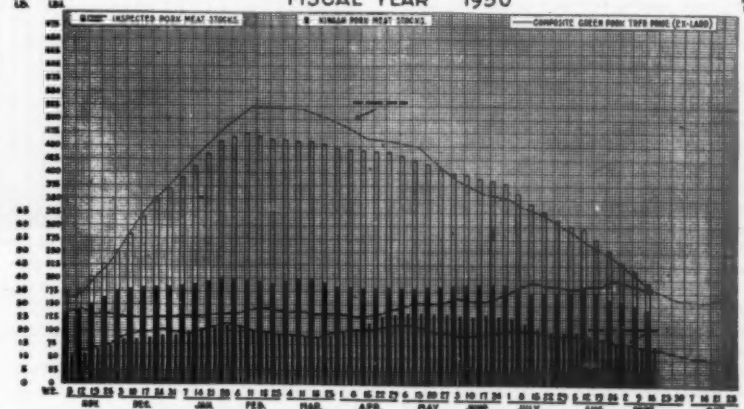


FIGURE 8: INDUSTRY AND COMPANY INVENTORY CHANGES



about any other forms that can be condensed or discontinued."

2. The annual report form entitled "Annual Report of Packers," Form LS-125, is being completely revised by the livestock branch of the United States Department of Agriculture. It is understood that this form will be greatly simplified and that information on earnings will not be included in the revised draft of the form.

3. Specific suggestions on instructions for completing Form MI-404, entitled "Processing Operations at Official Establishments," have been transmitted to the Meat Inspection Division of the U. S. Department of Agriculture, and a copy of the suggestions was sent to the Bureau of the Budget. When this new schedule is issued, it is anticipated that it will include the suggestions developed by the subcommittee and other committees of the American Meat Institute. This should increase the ease of completing this form, as well as greatly improving the accuracy of the information it supplies.

4. At the request of the Bureau of the Census, proposed Form M-17A, "Report on Animal Vegetable Fats and Oils," was reviewed by the subcommittee. Definite suggestions for improving and simplifying this form have been submitted to the Bureau of the Census.

5. The committee has given consideration to reporting form TW-12, entitled "Monthly Cold Storage Schedule of the U. S. Department of Agriculture." Suggestions for revising this form have been transmitted to the Bureau of the Budget, and to representatives of the cold storage industry. If the suggestions made can be incorporated in the new schedule, they will greatly improve the information obtained from the form, without increasing the work load on the meat packing and storage industries.

6. The subcommittee reviewed Form LS-170 entitled "Report on Meat Receipts," required by the livestock branch of the U. S. Department of Agriculture on shipments of meat into New York City. It was decided that the information yielded by this report was useful for this area and that it should be continued, but it was pointed out that it would be very expensive to expand this type of inquiry into other areas, and that such expansion should be discouraged.

7. In the interest of improving the statistical comparability of the data, and at the suggestion of the Bureau of the Budget, it was suggested that wherever possible, meat packing companies use comparable accounting periods. Adoption of such a schedule would be especially easy for those who have merely slightly different closing dates at the end of the fiscal year.

8. A number of additional reports and schedules have been reviewed; however, no definite action on them has been taken.

After discussion with members of the Bureau of the Budget, and for

AC-14

DISTRIBUTIVE SALES TONNAGE ANALYSIS

Weeks Ended

District	No.	No. Rts.	Current Week		Prev. Yr.	Year To Date		Prev. Yr. To Date	Pct. Chg.
			Budget	Actual		Budget	Actual		
CENTRAL-D.C.									
Indpls. City									
No. Ind.	1								
Michigan	1A								
So. Ind.	2								
Kentucky	2A								
No. Ohio	3								
So. Ohio	4								
W. Va.	5								
W. Va.	5A								
West Pa.	6								
Total									

FIGURE 9: COMPANY SALES BY CHANNELS AND AREAS

SMOKED AND COOKED MEAT PRODUCTION SUMMARY

(Figures in thousands -- 000 omitted)

Week Ended 195

LOCATION	Current Week		Same Week Prev. Year	This Year To Date		Prev. Yr. To Date	Pct. Chg.
	Budget	Actual		Budget	Actual		
SMOKED MEATS							
Indianapolis							
Richmond							
Orangeburg							
New York							
Philadelphia							
Harrisburg							

FIGURE 10: COMPANY SALES — SELECTED PRODUCTS

SALES BUDGET COMPARISONS

Year 1949-50 - 3 Months Ending Jan. 28, 1950

(Thousand Pounds)

W.E.	TOTAL		DISTRIBUTIVE		SMOKED MEATS		SAUSAGE		CANNED MEATS	
	B	A	B	A	B	A	B	A	B	A
Nov. 5										
12										
19										

FIGURE 11: COMPANY SALES — BUDGET COMPARISONS

TOTAL KINGAN SALES.

FISCAL YEAR 1950



FIGURE 12: COMPANY SALES CHANGES BY PERIODS

the purpose of having a more effective working arrangement, it seemed advisable to form another committee sponsored by the advisory council on

federal reports. The committee has been completed within the past few weeks and contains representation from large and small packers made up of

members of the American Meat Institute and others. We believe we have a good aggressive committee and are looking forward to establishing a good record of accomplishment in the future. To the extent that we can cut down the burden of government reporting or have the reports prepared so as to give more valuable data to industry, the committee will serve a useful purpose.

I believe this is a timely activity, particularly in the light of what may be ahead for us in the way of controls, which, during the last war, brought about substantial increase in reports. This is an expense that we can do something about. To some extent the burden is brought about by ourselves. Existing reports as well as new questionnaires should be scrutinized just as carefully as an increase in operating expenses.

This is not a new subject. The federal government itself has recognized this as a problem and has designated the Bureau of the Budget as the policeman. Any agency requiring a new report or a continuation of the old report must secure the Budget Bureau's approval. It does what it can to analyze the necessity, etc., and to minimize the effort required in the preparation of the data; however, as it deals with all types of industry, obviously it is not in as good a position as the industry itself to pass on the matter.

I believe you are all familiar with the procedure used; namely, that if the Bureau approves a report it is assigned a number and given an expiration date which appears on the report in the upper right-hand corner.

The Budget Bureau is charged with the responsibility to plan and promote the improvement, development, and coordination of federal and other statistical services. It has been most helpful but, of course, it takes the help and cooperation of all the other agencies to make the work of our committee effective.

In 1942, at the request of the Director of the U. S. Bureau of the Budget, the Advisory Council on Federal Reports was formed, its purpose being to provide the Budget Bureau with the counsel of those who are familiar with the problems of governmental requests for information. The Council is an unbiased agency composed of 19 members, two appointed by each of its seven sponsors and five selected on the basis of personal qualifications to represent business at large. The Council has a number of committees dealing with the problems of particular industries. It is financed entirely by voluntary contributions from business and industrial associations. It also has a good record of accomplishment.

Members of the accounting committee and others in the industry can add immeasurably to the success of this project by analyzing their own situations and letting us have the benefit of their experience and suggestions relative to the government

schedules that come to their attention. If you will address any comments you may have on this subject to R. J. Egert, secretary of the committee, they will be put before the committee for consideration and you can be sure they will get prompt action.

**CHAIRMAN W. W. McALLUM:** David E. Cohn, chief economist, Bureau of the Budget, will tell you about the

efforts being made by the Bureau and other government agencies to eliminate duplication of government reports, and to make the information collected useful not only to the government, but to our industry as well.

Mr. Cohn, before entering government service, had 15 years of advertising and economic research experience in various fields of the business world.

## Pledge Budget Bureau Aid

COHN

**Y**OU controllers and accountants are on the firing line of keeping costs down and of staying in the black; you are the men who are aware of what paper-work now costs, and are apprehensive of what impending additional requirements may add to such costs. It is therefore a privilege to talk to you about what we, in government, are doing in this area.

Let me say at the outset that the Bureau of the Budget collects no statistics itself. Its interest in this sub-

satisfy our requirements for careful justification.

With a defense program that challenges the imagination in preparation, with a need for millions of employees, spending at the rate of billions of dollars a year, acting as agents of 140,000,000 people, it is inevitable that there will be a staggering, even if not excessive, amount of paper work initiated by the federal government. This paper work, staggering as it may now seem to you, may and undoubtedly will be greater. It is to be recalled that during the war days about 25,000 products, from A-frames and abrasives to Zone controls and Zweiback, their manufacture and distribution, from the basic raw materials to the finished product, the containers in which they were packed, their transportation and often their end use—all of these were necessarily under government restriction and control. It could not be otherwise then; and to an extent, which we all hope it may be possible to keep limited, we face controls again.

Moreover, you have only to think of your own requirements for reports to find the answer to whether or not the government needs data. The internal reports that management needs for efficient administration of its responsibilities, and the flow of statistical data from the government to satisfy your own research departments and marketing specialists illustrate such needs. The importance of your industry and the way it meets its every responsibility in peace or war is in no small way assisted by the reports you file with the government, and the translation of these raw reports into meaningful statistics.

In most of the agencies, including the Department of Agriculture, there have been established internal control units. These internal control units have been initiated by the Budget Bureau; are staffed by experts from the agency who know our criteria, and they serve to screen the material before it is sent to the Budget Bureau for review and approval.

Equally as effective as the "internal control units," as an aid to our operations, has been the Advisory Council on Federal Reports and its committees. Only yesterday a committee on this council, devoted to the reporting problems of the meat pack-



THE ACCOUNTING MEETING had two government representatives to discuss what is being done to eliminate duplication of reports. Ole Negaard (left), who is principal economist, and Mr. Cohn.

ject stems from its responsibility to coordinate the federal government's statistical activities.

In the fall of 1942 the director of the Budget Bureau proposed the organization of a committee representing business and industry to counsel with the Bureau of the Budget on "the problems to which governmental requests for information give rise in business offices." This committee is now known as the Advisory Council on Federal Reports. A few months later the Federal Reports Act of 1942 was passed.

Your industry has already benefited from this legislation. Questionnaires have been stopped where, although once useful, they outlived their usefulness. Others have been revised, simplified, burden reduced, number of respondents reduced, frequency reduced, unnecessary duplication eliminated. In many cases questionnaires were stillborn—never formally submitted to us for review because of an awareness or discovery that the project could not

ing industry, was formally activated. This committee, as do all others, will provide us with technical assistance.

Your industry now has a vehicle on this highway of communication. It will, we are confident, be a moving vehicle, an active committee. We know, because we have known its chairman, Ted Redman, and its secretary, Bob Eggert, for some time. And they have able and active co-workers. However, they will need your active cooperation. In effect, each of you is a sub-committeeman.

When you find some form, or a reporting requirement, or record-keeping requirement, particularly burdensome, when you find yourself at the receiving end of a request for information that has not had the imprimatur of the Budget Bureau (a number in the upper right-hand corner of each form), when you have an idea of how a form may be improved, of instances of duplication, of seemingly needless requests, of technical inadequacies, or when you otherwise have a complaint or suggestion to advance, make it known to your subcommittee.

### Want Constructive Criticism

Don't be apprehensive of reprisals. Even if the federal agencies were so minded (and they are not) they need never know, and actually will never know, who sponsored the idea. Even we in the Budget Bureau need never know who among you advanced the suggestion. Moreover, I know that it is the policy of the Department of Agriculture, as of other federal agencies, to welcome constructive criticism and for its staff to work in harmony with industry.

There is another thing I ought to leave with you while on the subject of what the Budget Bureau expects from you.

Be objective in your criticisms. Remember we are concerned in this activity principally with procedures, not policies. We devote ourselves to the data needed for the implementation of policies. Our concern is mainly with whether or not the federal agency needs the data for the proper performance of its functions. Your committee will know this distinction between policy and procedures and we will be grateful to them for their objectivity.

There is one thing you can do for yourselves. I am reminded of a leading industrialist who said in effect, "I am not bothered about government questionnaires, not when I use a little judgment." Some companies have not used even a little judgment in filing government reports. Too frequently they interpret instructions the hardest way. Many instances could be cited where companies have filed far more information than was ever intended. May I suggest, therefore, when you are in doubt, resolve the doubt to minimize your work; or, make inquiry of the sponsoring agency.

Even when instructions are explicit there are cases where the reporting requirement may not be consistent with

the manner in which some of you maintain your records. In that case report the data you have; usually it will be acceptable. I have in mind such requests, for example, as monthly data, when your records are by other accounting periods. Reports on that basis are generally accepted when they are indicated as such, and when they are capable of adjustment if accounting accuracy is not required.

### What Budget Bureau Promises

Now, having cooperated with your colleagues and with the federal agencies, what can you expect from the Budget Bureau?

We can and do say this. You may expect your turn at bat. You are entitled to and will (to the extent you haven't had it) have your inning.

There are a number of opportunities for improvements. We jointly, the Budget Bureau and the meat packing advisory committee, will have a program for this year. We expect to work closely with your committee and with each of the agencies, seeking improvement here, coordination there and refinement elsewhere. We expect, we are assured, if such assurances were ever necessary, that the Department of Agriculture will cooperate with us in every appropriate way.

You may expect us to be ever alert to your problems, and to the extent that you advise us, to weigh in the

balance the burden on you of a reporting or record-keeping requirement with the benefits which the surveys are expected to produce.

We know that you will not expect us to eliminate many of the prescribed forms. But when you are ready for it we can cooperate with you in the sponsorship of changes that will eliminate some of the burdensome or less essential items of information, and to coordinate federal requirements with state requirements. An undertaking of such scope will, of course, require the active cooperation of both the state and federal agencies and of the industry. I can give you assurance that we will have more than passive interest. We know, too, that you will not expect us to eliminate all duplication. (You recall that the Reports Act speaks of "unnecessary duplication.")

Further, and perhaps most important, you may expect from us teamwork. In this activity—elimination of unnecessary paper work—we are partners.

### CHAIRMAN W. W. McCALLUM:

We now come to the panel discussion of new and improved accounting procedures. Participants in the panel are Edward J. Baker, secretary, Peter Eckrich & Sons, Inc.; J. F. Sells, controller, John Morrell & Co.; I. L. Beaman, controller, Wilson & Co., and Dudley Smith, secretary-treasurer, Elliott Packing Co.

## Accounting Panel

**E. J. BAKER:** I will try to tell you what we do, first, in the matter of handling accounts receivable and, second, in the matter of holding our salesmen accountable for the merchandise which is issued to them.

In the first place, our company is a small one. We do no slaughtering whatsoever. We make sausage and luncheon meats. Products are sold entirely by peddler salesmen. Peddler salesmen are our own men who operate our own trucks. We have 98 of them—49 of them located in Michigan and the other 49 in Indiana.

Fort Wayne is our main plant servicing Indiana and we have branches at Anderson, South Bend, Peru, Greensburg and Gary. The Kalamazoo plant is the manufacturing plant which serves Michigan, with branches at Detroit, Jackson, Muskegon and St. Joseph.

Our credit problem is not a great one, although we do have it spread all over those two states. In checking a few figures before I came up here, I find that only 33 per cent of our dollar volume is on the cuff, and that represents just slightly better than 10 per cent of the individual accounts. You can see our credit problem isn't a great one.

However, we do have control by certain small rules at the point of sale.

The peddler can make only one unauthorized charge a week to any customer whatsoever. These rules are definitely set for C.O.D. accounts. The rest of our terms are weekly. If a salesman makes a charge unauthorized on an account over that, the amount of the sale is charged to him. If he charges a C.O.D. account, there is no question but that he must pay that.

The control is carried on by reports every month. For the second and the fourth period of every month we make up a credit report which estimates the general sales merchandise for the period. This credit report shows the name of the customer who is past due, the amount he owes, and the date of the old debts on the invoice. We have recently added to this a procedure which will improve our setup and which fits in with what we are discussing here. That is a column which will show every "N.S.F." check that is taken in. Checks that are sent back because of faulty endorsements are sorted out from the "N.S.F." checks and are not put in the general sales. The salesman keeps a running account of all these names; in fact there is one for every customer who ever had a past due account with us. That much for receivables.

The next item is accounting for the



merchandise issued to our salesmen. At one time our branch organizations kept a quantity of merchandise in their coolers and the salesman ordered this out as he needed it. At that time we made an inventory every night on every truck and a girl in the office reconciled the amounts of the sales against the charges to the salesman. In recent years we haven't done this. We have shipped from either Fort Wayne or Kalamazoo and then loaded the trucks there because the merchandise shipped by either the Kalamazoo or the Fort Wayne plant accumulated daily to a total in weight which was ungainly. There are still several of the branches where the girls make the reconciliation of these salesmen's loads.

Our sales tickets, as I said before, are made at the point of the sale. Each salesman is provided with a record for his total collections in the form of a card to be filled out. These tickets are brought in at night when the salesman comes in and he lists the total sales, charges, and his cash. This should offset the money that he brings in. The money is placed as a deposit in a safe and is picked up by Brink's the next morning. We have only two branches where Brink's doesn't handle our money.

### Use Standard Price Cards

The next day after the sale is made, the girl in the office totals the weight of each item sold for the previous day, together with the value. We have standard price cards so she merely figures the total times the price to arrive at the value of the merchandise the salesman should have sold that day. If that doesn't agree, either the salesman has made a mistake in his items or in the price or the girl in the office has computed it wrong. After getting the total for the day and proving it out, she picks up yesterday's total and brings the total up to date. The amount is added as she picks it up, and, therefore, on Monday after she has figured up the summaries of Friday's business we have a sales report for the week before.

The total of these sales is compared with the totals charged to the man. Of course, this is adjusted by the inventory which is taken each Saturday night and the shortages are charged to the man. We don't check the individual items; we check by groups of items because we have sausage, specialty loaves, manufactured items and jobbing items. The total in any one group must not be off more than one per cent. For instance, we have boxed franks as one of our jobbing items, and you can't check such product individually.

Any shortages found are sent down to the salesman and the merchandise short is located within a week. Then we issue a charge to the salesman who is responsible for the merchandise. In this way we have a pretty fair control of the merchandise issued to our salesmen. In connection with this, any errors that are found at the time the extension is made are either charged back to the

customer or a refund is made by a postal card sent to the customer for any error in excess of 9c. We had an instance this year when one customer brought in a credit card which for some unknown reason had been lost since September, 1942. We turned it over to the sales manager and it was redeemed. We framed that card as evidence of our honesty.

**J. F. SELLS:** A logical starting point for this subject is the salesman's order. This is a form on which the principal products for sale are indicated, and which is filled out by the salesmen with codes to designate the customer, products sold, quantities and prices. The form is outlined in red, and an arrangement has been made with Western Union to wire all words and figures within the red lines. However, the same form is used for orders mailed by the salesmen. Upon receipt of the salesman's order, prepunched tabulating cards are pulled from files designating the customer and the products sold. The quantities and prices are punched in the product cards which become the basis for all further procedures. All hand punching on these cards is verified on a special punch.

The customer code number is gang punched into the product cards which are then used to print check lists in quadruplicate for:

1. Billing copy is held in the billing department to await advice from packing department.
2. Traffic department for assembling loads and then to shipping department for checking with labels taken from containers.
3. Price checking.
4. Credit department.

After the check lists have been written, the cards are put through machines which produce three part labels which are sent to the proper departments handling the packing of the products. A sufficient number of labels is sent out to cover the requirements as determined from the original order, so that the product shipped agrees with the order.

The cards used to write the check lists are filed by shipping dates to await information from the plant as to the shipment.

When the product has been packed, the packing department inserts the gross and net weights on the labels and tears off the top copy—the other two copies are attached to the package. The top copy of the label is forwarded to the billing department where it becomes the basis of the billing. The second copy is detached by the shipping department inside the car or truck and is checked in that department against its copy of the check list. This check list with the relative labels becomes the shipping department record.

In the billing department the labels are accumulated and the quantities are checked against the check lists in the department and the total weight of each item is entered thereon. When all items on the check list have weight entries

against them, the check list is forwarded to the keypunchers to have the shipping information punched in the original cards. All entries on the check list are checked independently from the same original labels and all keypunching is verified. The original customer description cards are used to pull customer name and address cards from the file, and these cards are merged with the product cards and then go to the invoicing tabulator.

Invoices are printed on a seven-part form for:

1. Customer.
2. Salesman, unless customer requires two copies.
3. File.
- 4, 5 and 6. Dray copies. One is signed by the customer and returned with dray bill, second goes to the customer and the third to drayman to be used if second drayman delivers to customer.
7. Traffic department for filing and later check against dray bill.

### Traffic Department Gets Report

Simultaneously with the invoice writing, summary cards are punched and used to make a report to the traffic department showing the gross weights loaded by freight classification, and this report is used in the preparation of bills of lading.

The cards used for the traffic department report are reproduced for use as the accounts receivable record, and these cards are tabulated to obtain the control totals for accounts receivable. These totals are checked against totals obtained by tabulating the original cards used for writing the invoices that were pulled from the salesman's order.

The accounts receivable cards with the control tape are forwarded to the accounts receivable section of the accounting department to form the accounts receivable record. When cash is received, the relative invoice cards are pulled from the file if the amount agrees with the invoice; otherwise, a credit card is punched and filed. Miscellaneous credits and charges are also punched in cards for the file. Every week statements are run in triplicate showing open items:

1. Salesman.
2. Car route sales office.
3. Credit department.

At least once every six months a complete set of statements is forwarded to a sales supervisor who goes over the territory with the salesman and verifies the balances. Whenever statements are run, the total thereof is agreed with the control.

All cards pulled from the file representing cash receipts are punched paid and are tabulated to see that they agree with the total cash receipts.

The detail cards used to write invoices are used as the basis for all statistical reports as to sales.

There are a number of accounting controls inherent in the procedure outlined as follows:

1. The original cards showing the customer code and the products ordered

are verified by punching the information a second time. We are, therefore, assured that this information in the original cards agrees with the order.

2. The packing department receives a label for each container so that the quantity of product leaving the department is under control.

3. The second copy of the label which forms the shipping department record is taken off the package inside the car or truck, and the labels on each car are kept together so that there is assurance that the product was shipped in a particular car.

4. The customer description card and the product cards are filed by shipping dates after the check lists have been written. After the labels are returned to the billing department, these cards are used in the invoicing procedure and any group of cards left over is the subject of investigation.

5. After the invoices are written and the accounts receivable control has been run, the total of the invoices as shown by the detailed cards is checked against the control.

**I. L. BEAMAN:** I think you can tell by listening to these speakers who preceded me that there is nothing new in principle so far as order writing and billing go. We still have the problem of billing our customers and getting the money back and the easiest way is the best.

Now, we have all been striving for a long time to figure out ways of doing the job cheaper. You have heard two of the speakers who have relatively simple systems tell about the way their firms do it. Mr. Sells has told you about a system using tabulating equipment. I think all of you have tried a number of methods. We have, at Wilson & Co. We have the simplest installations in certain units and, in other units, we are working with the tabulating system.

There are no two companies that have the same system of order writing and billing. They are all trying to work out a system that will best suit their needs.

Now, there are many problems that haven't been talked about here today, which are tied into this question of handling orders and billing. I would like to mention one of these problems because we all run into it. That is the job of writing labels and writing tags and things of that sort, which are collateral to writing up the order. It is a very expensive operation and I think all of us have our own individual system which we probably like above all others.

I don't want to take up much time here, but our first speaker dealt with the question of handling peddler trucks, the question of the distribution of products, how the accounts receivable are kept with peddler truck operations. Mr. Smith here, dealt with the question of a small packing plant where he has the order problems of a simple branch or distributive outlet. Mr. Sells has dealt with a more complex system

where the shipping is handled from the departments of a plant rather than by a centralized shipping or packing department.

I think that you are probably more interested in questions of your own and many of you probably have questions you would like to bring up.

**DUDLEY SMITH:** All systems of accounting for sales and accounts receivable are designed to perform the same basic functions. For example, each company represented here today has some written evidence of an order. It may be written in English, German, Hebrew, or Chinese. It may be written by hand and slapped on a spindle or recorded on a multigraph with a dozen copies, but it still records an order.

All systems have some method of making sure the order has been delivered, varying from cash on the barrel-head and c.o.d. shipments, to signed receipts. All systems have some method of posting charges to accounts receivable and of offsetting these charges with cash collections.

These functions are basic. In large companies, they are usually done by machine. In small companies the invoicing is done by hand or with typewriters and the posting on bookkeeping machines. One of the panel members here has already told us how it is done with punch card equipment.

I will not bore you with details, but we have in our company a very simple system. Our city orders are handwritten by the salesman. The out-of-town orders are rewritten on the typewriter. Personally, I think we are wasting our money and incurring a needless risk of mistakes by typing these orders. We do it only because the vice president in charge of sales wants it done that way.

Our invoices are posted on a Remington-Rand bookkeeping machine using cards for each account. We follow the usual safeguards for seeing that all invoices are posted and all sales tickets are accounted for. The records of each account are kept in a fireproof metal cabinet as protection against theft and fire. It is particularly important to guard against fire as it would be extremely difficult to reconstruct these records of accounts receivable in the event they were lost or destroyed.

### Analyses of Sales Records

The really interesting features of an accounts receivable system are the special analyses that may be obtained by study and breakdown of the data recorded. Among the more important analyses are the following:

1. Product sales analyses.
2. Collection analysis.
3. Customer analysis.

The amount of analysis made of the sales and receivable records depends upon the size of the company, the attitude of its executives and the cost of doing the work. With punch card equipment, almost any kind of computation may be made, but obviously the use of expensive mechanical equipment is limited to the larger companies. I have in mind a dol-

lar sales value figure, which I will tell privately to any who may be interested where I think it would pay to install punch card equipment. I do not think it would be practical in a company as small as ours. We make all our analyses by hand. We tried a hand punch card system that had worked well in other industries, but it proved to be unsatisfactory in our company because of the large number of items involved. After a trial of six or eight months, we discarded it in favor of our former "hand analysis" system.

You may be interested in the following figures showing the number of man-hours—more properly girl hours—per week to obtain each of the following reports. The data is presented in this fashion so that you may easily compare it with your own experience should you care to do so.

### MAN-HOURS REQUIRED PER WEEK TO ANALYZE SALES AND COLLECTION DATA

	Man-Hours Per Week
(1) Sales Analysis Sales tonnage and value for each of 28 product classifications, (Per \$100,000 of product sales per week.).....	96
(2) Weekly Collection Analysis: (1) Scrutinizing each account and listing of all past due accounts. (2) Calculation of average day's sales outstanding in each territory. (Per \$100,000 of product sales.).....	10

The figures on product sales by routes are readily available from our sales analysis and may be used in directing the activity of the salesmen, in setting sales quotas and in computing commissions or bonuses.

Every month we assign one of the accountants to make a study of the accounts receivable records of specific sales to territories to determine which customers have reduced their purchases and which have stepped up their purchases. The present activity of each customer is compared with his record in past periods to show the trend of his purchases from us. This information is quite useful to the sales manager and helps keep the salesmen plugging away at his lagging accounts. We spend about one-half hour per sales territory making this analysis, time which our sales department considers well spent.

This has been a brief and very general outline of our system. If any of you would like me to be more specific on certain features, I'll be glad to do so during the question period.

**CHAIRMAN W. W. McCALLUM:** Now, we will open the meeting for questions.

**QUESTION:** I have a question for Mr. Baker. In your sales distribution, do you do it in round dollars or in cents, too?

**E. J. BAKER:** Our sales distribution is done in both pounds and exact value because we use the procedure for checking extensions and additions and we must carry our cents. It is just as easy for us then to carry the cents on to the recap as it is to drop the figures. It isn't any more of a problem for us.

**QUESTION:** Mr. Sells, you say you have your cut-off the day before the car is shipped and I wondered how you got away with it.

**J. F. SELLS:** Well, of course, the

late shipments are made a special order. That is, if they want to get a late shipment out, those papers will go there in an envelope and go right through the tabulating department without being mixed up with the rest of them.

**QUESTION:** Doesn't that jam up your machines upstairs or do you have a system so that you can do that?

**J. F. SELLS:** At our two big plants, we have the machines set up all the time so the girl can write labels or invoices.

**QUESTION:** You have the machines set up? We have all those in ours. The orders are coming through and we have to write tags and that conflicts with the cards, or we have to bring in invoices.

**J. F. SELLS:** We have a smaller installation at Topeka. It isn't set up and they do special orders on billing machines.

**QUESTION:** How does the girl who gets the original order know how many labels to make up? If the label is your method of control, isn't it important?

**J. F. SELLS:** It is very important, but there are standard ways of combining products into certain size containers and they have learned how to do it. It has been studied and standardized. The girl takes the order and it is so many pieces of this or that, out of the sausage department, and she indicates the size of container and the number of containers required and that information is put on the card that controls the number of label cards that the machine throws out.

**QUESTION:** Mr. Baker, when inventory is taken once a week on the peddler trucks, is it taken by the peddlers themselves or are they supervised by the office?

**E. J. BAKER:** The inventory on the peddler's truck is taken by the man in the shipping department who does the loading on the truck. We can check that total because we keep a comparison between the total manufactured and the total that account buys. The inventory is taken at the end of each week and we keep fairly close control on the statement. There is a duplicate check.

**QUESTION:** Mr. Baker, in breaking down the weight for distribution, how fine do you take it? Do you take it to the quarter of an ounce or do you quarter it in the last amount?

**E. J. BAKER:** On the daily, we take it to the ounce because we use that in checking procedures. On the sales bills it is by ounces.

**QUESTION:** How close is your money checked?

**E. J. BAKER:** On our money, that must fall within 9c. The total load sheet must balance out within the nine cents. It should come out even and there is no reason why it shouldn't if the computations are right. We very seldom have variations on a load of more than 13 or 14c. The salesman must be given some tough training, but if he knows that he is going to have to pay for his error, he will do it.



W. E. HUNT



COVERDALE



O'FLAHERTY



COFFMAN



DR. VIBRANS

## SCIENTIFIC AND OPERATING

**T**HE SCIENTIFIC and operating section convened Saturday, September 30 at 10 a.m. in the Red Lacquer room, Wells E. Hunt, president, John J. Felin & Co., Inc., presiding.

**CHAIRMAN WELLS E. HUNT:** The first speaker at our scientific and operating section this morning has had a wide experience in agriculture. After graduating from Iowa State College, he became associated with Iowa State College Agricultural Extension Service, the Iowa State Farm Bureau Federation and the American Farm Bureau. He joined the Rath Packing Co. in 1932 and for the last five years has been manager of the Agricultural Bureau of that firm. At this time Mr. John Coverdale will discuss the subject, "Effect of Antibiotics and B<sub>12</sub> Supplements on the Future of Tankage and Meat Scrap."

**JOHN COVERDALE:** We are living in an ever-changing world with ever-changing ideas. Sometimes the public jumps at conclusions before enough is known about consistent results.

In dealing with the subject of antibiotics, I realize that there are so many "if's" in conditions under which studies have been made that definite conclusions are hard to make. There is much confusion on the part of both the packer and the producers of livestock as to whether antibiotics are vitamins or drugs, and just what functions they perform.

The Food and Drug Administration, I believe, classifies them as drugs derived chiefly from earth molds. Scientists have long known about antibiotic

drugs such as aureomycin, streptomycin or terramycin and perhaps hundreds of other antibiotics which are being found and are being tested. However, the public should constantly be reminded that this field is yet in the experimental stage.

From the public relations viewpoint of the packing industry, it would appear that the APF, Vitamin B<sub>12</sub>, and its components are being promoted by exaggerated statements, publicity and advertisements as the last word in successfully raising livestock and poultry.

It has been a heyday for the feed mixer who cared to exploit the situation. In fact, the producers of livestock and poultry who have hogs or poultry not doing well are clamoring for assistance and the feed mixer has been capitalizing on the B<sub>12</sub> idea to the extent that the American Feed Control officials have issued the following statement:

"Recent reports attributing growth-promoting activity in poultry and hogs to antibiotics have received extensive publicity. Because of the wide-spread interest in the subject created by this attention, a prompt explanation of those aspects of particular interest to state feed control officials is indicated.

"Undoubtedly much of the material which has appeared in the popular press may have been exaggerated or based upon misinformation. The Food and Drug Administration definitely has not classified antibiotics as vitamins. The Administration has issued no official statement, and at the present time has reached no conclusion on the desirability of adding antibiotics to



feeds, or that any benefit could be derived from such additions on a wide commercial scale. Presently, available reports do not permit reaching a conclusion in this matter. Conversely, the Food and Drug Administration has no evidence which would indicate that feeds containing antibiotics, at levels of a few parts per million, would be dangerous to animals."

### **Advised "Proceed with Caution"**

The novelty of this entire field and lack of experience with long-term use of antibiotics in feeds greatly increases the responsibilities of feed control officials in connection with feed registrations. Two general results might be expected to occur.

Primarily, there may be the situation in which an antibiotic is introduced into a field as a normal and inseparable portion of some ingredient used chiefly as a source of vitamins. Certain fermentation products are examples of this type of ingredient. In registering such a feed the usual name of the ingredient should be used. No statement should be made by the manufacturer concerning the presence of the antibiotic, since it is naturally inherent in the ingredient.

The packing industry in the past has given little attention to its by-products known as tankage and meat scraps. Back in the very early 1900's, Professor Ferguson undertook for Swift & Company the development of a market for its tankage which was used up to that time as fertilizer. The industry has come a long way since that time in utilizing its tankage. Hog and poultry men have learned by experience that the addition of animal proteins to rations for hogs and poultry is beneficial.

With the advent of the soybean meal product, a by-product of the soybean crushing plants, a tremendous tonnage of high protein meal was thrown on the market and, by advertising and experimenting and education, it became a competitor of tankage and meat scraps. The experiment stations in their feeding tests developed feeding rations that gave more economical and faster gains than many of the early basic rations.

Forty years ago, Prof. John Evard of Iowa State college developed the so-called "Big 10" ration for hogs which contained a balance of animal and vegetable and grain proteins and the trace elements contained in minerals. I believe this was the beginning of feeding balanced rations. Every experiment station was soon bringing out its pet ration depending on the major protein available in that particular section. In those early days our soil was comparatively rich in minerals and vitamins. With the heavy cropping and failure to restore the soil, at least a part of the plant food elements taken therefrom, corn and grain poorer in feeding quality began to show up.

The livestock and poultry men, through the advice of the experiment

stations, began to feed minerals in their basic rations. The packing industry, as a result of the publicity and promotion, began to find the farmer stepping away from using tankage and meat scrap in his home rations. Part of this was because the feed mixer began blending the animal proteins with grain by-product proteins and selling ready-mixed feeds.

The animal feeds committee of the American Meat Institute began to study the problem. As a result, the Institute was asked to set up its own research work on tankage and meat scraps. It wanted to find out what the assays of its products showed in the way of B<sub>12</sub> and its component parts and also how it actually compared with protein products being sold in competition. Not only is analytical work being carried on at the American Meat Institute Foundation, but live animal and poultry feeding tests are being conducted.

It appears that a feeding test can come out about as predicted provided the animals or poultry have been fed on the right basic ration for a period prior to starting the test. In checking the results of tests of many experiment stations, I find they lack uniformity. The Institute Foundation tests show that often the tankage or meat scrap is not standard in quantity of B<sub>12</sub> or other stimulating factors and this may be the reason for such a variation in experimental results. The packinghouse product varies from day to day as to the contents going to the tank and, as a result, there is bound to be some difference in the final product. This same condition exists in grain and forages from different soils due to variation in plant food elements.

Much publicity has been given the Iowa State college tests where greatly increased growth was obtained with depleted pigs when APF supplements were included in the corn-soybean-oil meal ration. A smaller increase resulted when 6 per cent of meat and bone scrap was used to replace an equivalent amount of soybean protein. In one test, at least, the greatest gains per day were obtained with a combination of meat and bone scrap, soybean oil meal and APF product.

### **APF Used With Plant Proteins**

The Institute Foundation used rations similar to the Iowa station. The results of the tests were the same as those of Iowa State college tests in that the fermentation by-product APF supplement gave a greater growth response than 6 per cent meat and bone scrap. These tests also show that it is better to feed 10 per cent meat and bone scrap than 6 per cent since 10 per cent gives a much better response, which may or may not be further increased by the addition of APF.

In the first series of tests of animals fed 10 per cent meat and bone scraps, the addition of APF resulted in an increased weight gain, but in the second series of tests there was a decrease in gain from the addition of APF.

The best weight gains made by any of these animals were by a group for which meat and bone scrap was the only protein supplement used and APF was added. This illustrates what many feed men have thought for quite some time, that improved gains are made when APF is added to a ration made up of plant proteins. However, even better results are obtained when the APF is added to a ration containing animal source proteins. It would appear, also, that either the meat and bone scrap did not contain enough of some factor or the fermentation by-product APF material contained a factor that is not present in meat and bone scrap. It is equally probable that the meat and bone scrap contained a factor or factors that were not supplied in adequate amounts in the soybean oil meal rations containing the fermentation APF products.

It would seem, then, that pig rations should contain at least 6 per cent animal source protein concentrates even when the newer APF supplements are used. Meat and bone scrap was used in these tests because that is what was employed at Iowa State college. We have observed lately that more and more meat and bone scrap is being used in hog feeds. Since only about 23 per cent of the protein concentrates produced by the meat industry consists of tankage, there just is not enough to go around.

### **Purdue Develops Supplement**

Somewhat similar results have been obtained at Purdue University. At their annual Swine Day on September 15, hogs which had been kept on pasture, in dry lot, and fed various protein supplements with and without APF mixtures, were exhibited. In pig feeding experiments over the years, the Purdue workers have developed one outstanding protein supplement for pig feeding that consistently gives superior results.

This supplement, known as Purdue No. 5, contains 20 per cent meat and bone scrap and 20 per cent fish meal. In this year's experiment at Purdue, the APF increased the rate of gain of the hogs, regardless of the kind of protein supplement fed, as shown by an increase of 23 per cent when it was fed with the Supplement No. 2 containing soybean oil meal, meat and bone scrap and alfalfa meal (fed in dry lot) and further by an increase of 16 per cent when it was fed in dry lot with Supplement No. 5 containing meat and bone scrap, fish meal, soybean oil meal, cottonseed meal and alfalfa meal. Feeding of APF at Purdue has invariably resulted in an increase in corn consumption, and the supplements, with the single exception of Supplement No. 5 in dry lot. Supplement 5, containing meat scrap plus APF, produced the fastest gain, with the lowest requirement and cost of any of the feeds tested in dry lot. This indicates the efficiency of this combination in supplying essential nutrients to supplement the corn ration.

Meat and bone scrap and dry-rendered tankage contain more vitamin B<sub>12</sub> than does digester tankage, but Vitamin B<sub>12</sub> is not only the only factor involved in stimulating growth. A recent paper from the Florida Agricultural Experimental Station by Burnside, Cunha and others indicates that B<sub>12</sub> is of no benefit. In fact, a depression of growth in pigs sometimes resulted when Vitamin B<sub>12</sub> was injected. A very slight, although probably insignificant, depression was experienced when the Vitamin B<sub>12</sub> mixture was fed orally. Another lot of pigs in the same test gave improved growth when fed a fermentation by-product APF mixture.

Most of the results that we have heard concerning APF feeding have dealt with the effects on rate of gain in weight. We might wonder why the hogs gain faster and ask whether the hogs lay on more weight in the desirable lean cuts or whether the extra weight is all in fat? In the Purdue experiments this year, the hogs receiving APF on alfalfa pasture appeared to have a greater degree of fatness than those in the other lots of the same experiment. As a result of this observation, carcass tests were made on the heaviest eight hogs in each lot at the time they finished the experiment.

The carcass test supplied evidence that the hogs fed APF on alfalfa pasture were fatter than those in the other lots of the experiment, as indicated by a 10 per cent thicker layer of back fat, with similar weights at the time of slaughter. This thicker layer of back fat is a disadvantage insofar as the packer is concerned since the more desirable type is the meat hog instead of the animal which produces a greater quantity of lard.

In conclusion, from a study of results obtained in various stations and verified by tests at the Institute Foundation, I find that B<sub>12</sub> or APF may be of value for the first 30 days on both hogs and poultry, to get them off to a fast start. After 30 days there seems to be less increase in gain and an increase in cost when the APF supplements are included.

Second, a 10 per cent blend of meat scrap is about equal to the APF added in a starter ration for swine and it has the advantage of a high mineral content at low cost.

Third, APF adds greatly to the value of a poor basic ration and may add to the value of a good basic ration, but the added cost may not warrant its use. Effects other than rate of gain, such as the increased thickness of back fat noted by the Purdue workers, need much further study.

Fourth, it is important that the Institute Foundation be provided with enough funds to test thoroughly animal by-product protein under actual farm conditions.

Fifth, further research must be carried on to determine the analytical content of tankage and meat and bone meal and to evaluate the parts of the

animal going to the tank that supply the important growth factor.

**CHAIRMAN HUNT:** Dr. Fred O'Flaherty, executive director, Tanners Research Foundation, University of

Cincinnati, will discuss "Advantages of Brine Curing of Hides." He has had many years of experience in leather research, having joined the Tanners laboratory in 1930.

## Research in Brine Hide Curing

O'FLAHERTY

**I**N A REVIEW of the technical literature of the training industry, more especially in the *Journal of the American Leather Chemists Association*, it is of interest to note that up to the time when Professor McLaughlin organized a program of research in 1922 and reported on the bacteriology of curing in 1923, there is no single other reference to curing. True, there were numerous references to salt stains and many explanations were reported, but the soundness and practicability of these investigations are still wanting.

This is difficult to explain except that hide preservation through salt curing was of such long and obscure origin that tanners failed to see the forest for the trees, or more aptly, failed to see the cure problem because of the salt.

The method of green salting skins and hides has had its origin in the far distant past. No clear record is available, but logically it may be assumed that primitive man found that skins or hides which had been placed in salt water could be kept for longer periods of time without putrefactive spoilage than fresh hides.

The most extensive development of brine curing came into practice when the large packers of the United States established plants in South America. Since the hides had to go to far distant markets the very best cure was necessary so that such hides could be shipped long distances and remain in condition to compete with domestic green salt cured hides.

The early research of McLaughlin and his associates was concerned with studies which give us a basis for comparison of the influence of brine cure versus green salting. These experiments were of such promising nature in favor of brine curing that during 1923, in cooperation with packers and tanners, Professor McLaughlin conducted full scale experiments on approximately 25,000 hides, of which half were brine cured while the other half were green salt cured. The green salting was done with new salt, which, at that time, was not the accepted practice, but which eliminated the variable which the partial use of dirty reused salt would introduce.

These experiments were planned with a three-fold purpose:

- (1) To illustrate the comparative methods and the results of numerous representative tanners on the same hides.
- (2) To obtain considerable accurate

information and knowledge regarding the methods which underlie the purchase of raw material (that is, skins and hides).

(3) To determine the economic aspects of brining versus salting.

The curing experiments were completed and much valuable information collected. The hides then went to the representative tanners, but, unfortunately, some tanners refused to furnish the final data and at another very large tannery a fire occurred and the hides were lost.

The early work of the Tanners' Council Research Laboratory is well stated in the report of McLaughlin and Theis which may be briefly summarized.

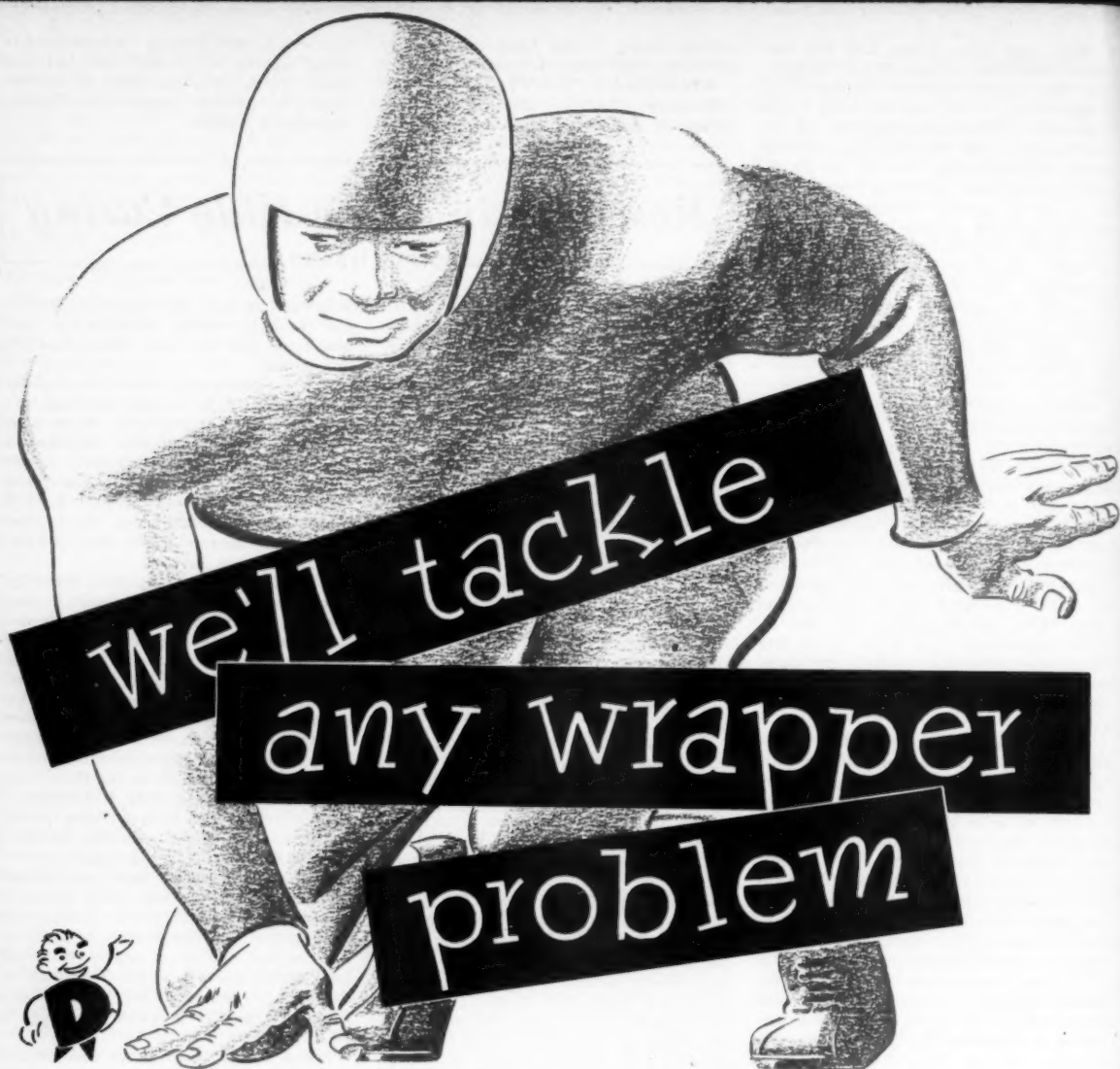
In practice a cured hide which has been brined may show a somewhat greater shrinkage from blood to cured weight than if not brined. They noted that salting produces a greater shrinkage at the end of 24 hours than brining. If the brined hide is treated at the end of the 24 hour brining period with dry salt (as in practice) a sharp increase in shrinkage is noted.

Fresh hide which has been brined for one hour does not show signs of decomposition nearly as quickly as hide salted for one hour. A piece of hide salted one hour begins to decay or putrefy in 24 to 48 hours at 90 degs. F., while for hide brined one hour, the period is twice as long at 90 degs. F.

When hides are properly washed and brined, before salting in pile, we entirely remove the blood and its effects; a maximum salt absorption rate is secured; the effect of post-mortem changes is minimized; salt and iron stains are practically eliminated and, in the end, we have a uniform cure, yielding more, thicker and better leather than present curing methods permit.

Interest in curing is not confined to the U. S. tanners. The late Jordan Lloyd reported in 1929 that brine of a lower concentration than 20 per cent at a temperature of 68 to 72 degs. F. fails to arrest putrefaction, but at a concentration of 25 per cent and over preserves the hides in the state they were in when they entered the liquors. At 80-90 degs. F. a concentration above 27 per cent is necessary. Marbled grain has been found to be due to bacterial damage, in agreement with McLaughlin's work.

In 1930, M. Kaye of the British Leather Manufacturers Research Association reported on the preservation



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of hides with salt and brine which briefly summarized is: Pieces of ox hide were obtained 15 minutes after the death of the animal. Part of the material was immersed immediately after washing with water in solutions of pure salt of 10, 15, 20, 23, 27, and 33 per cent concentration, and part was salted with NaCl crystals. The remainder of the material was allowed to lie exposed to the air at room temperature, samples being taken after five, 11, 32 and 52 hours, and eight days and treated with salt solutions of the same concentration as above and with solid salt.

The samples were examined macroscopically and microscopically. It was observed that hide or skin must be preserved within a few hours after death if it is to retain a condition approaching that of fresh hide. It was found that at least a 23 per cent salt solution was necessary to preserve hide in its original state. Solid salt appeared to shrink the fibers somewhat, probably through dehydration. At 30 degs. C. the 27 and 33 per cent concentrations of brine preserved the hide in its original state, the 23 per cent solution being a poorer preservative than it was at 20-22 degs. This indicates the importance of using saturated or nearly saturated brine in practice, especially in warm weather.

The author draws the general conclusions that salting should be done with saturated brine or salt. Brining before salting appears to be advantageous. Dilution of the brine should not be permitted if the temperature is likely to rise above the 22 degs. C. Brines of 20 per cent concentration or lower check neither bacterial nor autolytic action. The condition of salted hides depends on their condition prior to salting, that is, a good hide when salted well will remain a good hide, but one damaged by bacterial action before salting will remain a damaged hide.

Marbling occurs chiefly in hides which have been brined. It is a surface damage only, probably caused by bacterial action prior to or during the salting. Pipe, loose grain and thin grain may sometimes be due to putrefaction or autolysis having previously occurred in the hide as a result of imperfect preservation. Where autolysis and putrefaction have continued to the destruction of hide fiber, the resultant leather is thin and empty.

Kozhukhovskii made studies and reported in 1935 that according to his observations made with a great variety of skins preserved in various salt solutions and with solid NaCl, it was found that the spoilage is considerably lowered when using a strong solution of NaCl.

Boisseau, reporting on brining of hides, made the following observations. A comparison made in October, 1945 of hides treated by brining before salting, with hides treated by salt alone, resulted in favor of the brined hides. The test was repeated in August, 1946. The quality of leather produced was

good in each case. The rendement was better for the brined lot, 65.1 per cent as against 63.9 per cent for the salted lot.

From South America in 1935 we have the report of P. Melnik on the preservation and storage of hides in South American slaughterhouses. After slaughtering, the hides are well washed and cleaned on both flesh and hair side with brushes under a continuous flow of water. They are then placed on large tables with the flesh up and excess flesh as well as ears, lips, tail and legs removed. The hides are then sorted according to weight and hung up to drain. Following this they are put in salt brine of 22-24 Bé strength for 24 hours, during which time the brine is continually strengthened. The brine is used several times and is purified by sedimentation and also by evaporation and filtration when necessary. Used salt is employed for strengthening the brine.

### Free of Salt Stains

After immersion in the brine the hides are treated with solid salt. A floor space (concrete) of about 25x44 ft. is covered with a layer of salt about  $\frac{1}{2}$  in. thick. A wall is built around this space of single hides folded along the backbone and filled with 50-70 lbs. salt each. When the wall measures about 18 in. in height, other hides are put in the center flat and with the flesh up, each hide being covered with a layer of salt. About 25 per cent of the green weight is required. The finished stack measures about 55 in. and contains 4,000 hides. After finishing the stack it is entirely covered with a layer of salt. The loss in weight after salting is about 20 to 22 per cent.

We have included the above details because of the practical discussion which follows these theoretical considerations.

In Germany, Stather and Herfeld have also been concerned with brine curing and in 1936 reported that brining is initially more effective than salting, but after 24 hours treatment with solid salt more water is eliminated and more salt is introduced than with brining with 32 per cent solution. However, after 192 hours treatment, there was little difference between the results produced by the two processes.

We then come to the very fine work of DeBeukeler and his associates. Reporting in 1938 this is briefly summarized:

Brine cured hides, such as South American Frigorificos, have long been highly regarded as tanning stock by the leather manufacturer. The nearly complete absence of salt stains on the finished leather made therefrom has accounted to no small degree for this preference of South American hides to those of domestic source.

The additional expense required to process hides in this manner has made necessary an increase of a fraction of a cent per pound in the sell-

ing price of these hides. This apparent increase in cost should actually prove to be a saving instead, since it is thoroughly established that hides thus cured are practically free from the damaging dry salt stains found on some leather made from hides cured with dry salt. They possess another important advantage in that their prompt and rapid absorption of the curing agent obviously conserves to a higher degree the original or natural collagen content of the hides and thereby enables the tanner to produce leather of better quality and in higher yield compared to hides cured by the slower acting dry salt process.

Conclusions suggested by the data obtained from his tests:

1. Heavy hides of the Colorado type, cured by the brine process, present no difficulties in usual Beam House processing. Being more free from dirt and manure, they allow shorter washing periods and a reduction of the soaking period seems indicated.

2. The brine cured hides lead to higher white weight gains.

3. Leather yields from brine cured hides are definitely equal if not slightly superior to those of dry salt cure. This difference is not due entirely to greater shrinkage of the former since yields calculated on the flayed weight basis also favor the brine cured product.

4. Bends from the brine cured lots give a larger proportion of higher iron measuring grades than those from the standard domestic cure.

5. Shoulders and bellies tend more to the heavier grades in the brine cured lots than in the other method of cure.

6. Salt stains are characteristically absent from brine cured hides.

Russian interest in this subject is reflected in the report of Lukeburg and associates as abstracted in the *Journal of the American Leather Chemists Association*. The raw hides are better preserved when using salt solution instead of crystalline NaCl, although the shrinkage is then increased by 10-19 per cent. The solutions (23-24 Bé) should not be used more than five times, and the treatment should be undertaken for at least 18 hours to effect a thorough penetration of the salt. The liquid/hide ratio should be 1:4 and the temperature should be 18-20 degs. C. and not less than 15 degs. C. The water content of the preserved hides is not over 48 per cent and extractable substances may amount to 18 per cent, while the dry substance is at least 28-30 per cent.

That the question of brining versus green salting has remained an active project in most technical laboratories devoted to tanning and leather is evidenced by the further research reports. In 1943, Dempsey and associates reported on curing of calfskins where microscopic evaluations were made. This work is briefly summarized:

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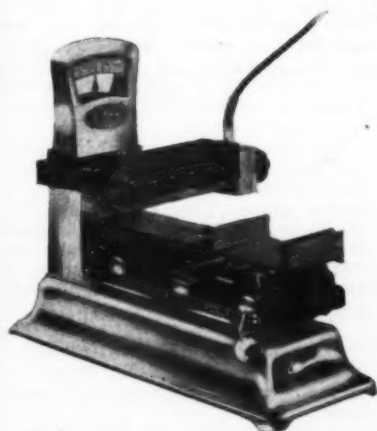
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calfskins were carried out. In the first the skins were dry salted with and without the addition of disinfectant. The skins were stored for five weeks. Cross-sections of the raw skin both before and after five weeks storage were examined for the condition of the fiber structure and penetration of bacteria.

In the second experiment calfskins were cured with saturated sodium chloride brines with and without the addition of disinfectants.

When the skins from the two experiments were considered together it was shown that *brine curing appeared to give leathers with better structure and more distensible grain than the salting with solid salt*. The addition of disinfectants appeared to improve the quality of the leathers slightly, both in the dry salted and the brined skins.

In the *British Journal*, Boisseau has reported that *two comparative tests of the brining of hides before salting and the regular salting methods showed that brining gave superior results*.

The following year he made further investigations. Twenty cow hides of Normandy origin were divided into two sets of ten hides, the one salted with the usual amount of 9 kg. of salt per hide, and the other being placed at the same time in a 30 per cent brine for six hours and then salted in the normal way. Kept in store under identical conditions for two and one-half months, the two sets were then sent to the same tannery for tanning and curing. The results of weighing at each stage of the process showed a 1.2 per cent increase in the yield of brined hides.

Again in the Tanners' Council Research Laboratory, Roddy has studied the result on laboratory lots of hide where leather results from brine cured versus salted hides were reported. *The brine curing removed more of the non leather making proteins (the inter-fiber cement substance) and, in consequence, found the hide to give better yields in thickness and weight when brine cured*.

Workers in the same laboratory, Koppenhoefer and Somers, have developed a yard stick for evaluating the state of cure of hides. It is based upon the hide content of volatile nitrogen and free fatty acid. This proved to be practical in the tannery as well as in the laboratory and these authors reported the superiority of brine cured hides.

DeBeukelaer and associates reporting on brining of heavy cattle hides have reported a preference for brined hides to be found in the *yield, plumpness and freedom from stains of leather* produced therefrom. The summary from tests he conducted:

1. Hide pieces from heavy native steers approximately 63 sq. in. in area, fleshed and hair clipped, were subjected to brining shortly after flaying.

2. Effects of brining for various periods, having practical significance, with salt solutions ranging in concen-

tration from zero to saturated, were studied, particularly from the standpoint of completeness of removal of heat coagulable proteins.

3. The results indicated that:

- (a) The total and heat coagulable nitrogen extracted by salt solutions increases progressively with the duration of the soaking period at all concentrations except those above 20 per cent.

- (b) The maximum total and heat coagulable nitrogen is extracted in the range of 5 per cent to 15 per cent salt concentration.

- (c) *The total nitrogen extracted is small under any conditions and is negligible at concentrations above 20 per cent; the sharp drop at 22 per cent is most striking.*

- (d) At any of the concentrations studied between 5 per cent and saturated, the absorption of salt by the hide increased progressively with the duration of the soaking period and with the increase in salt content of the brine. The normal effects of this salt take-up on the moisture and hide substance contents were observed.

4. The view that hides brined in partially saturated salt solutions take up more salt in a given period than those treated with saturated solutions is not confirmed for the conditions covered by these investigations.

5. In view of the fact that the optimum salt concentration for extraction of soluble nitrogenous matter from hides during brining is far below that essential for proper cure and required to insure a reasonable factor of safety, in the event of adverse storage conditions, and since additional brining in stronger brines or subsequent green salting in pack, increases operating costs with no compensating factors, *it does not appear feasible to alter the present practice of curing cattle hides and skins in saturated brines*.

Also in 1944, Strandine, DeBeukelaer and Koonz reported that the extent and rate of salt penetration into freshly flayed hides were studied by precipitation of the absorbed NaCl with AgNO<sub>3</sub> in a thin section of the hide. Photomicrographs of the treated sections were then made and compared.

Conclusions:

1. The results of bringing pieces of hide in various salt concentrations demonstrate that *salt absorption is most rapid in the brines of higher salt concentration and decreases as the concentration of the brine decreases*.

2. The results of a histological study of brined and dry-salted hides showed no destruction or removal of tissue elements and no difference in the brined and salted pieces were observed.

3. During liming there is a loss of certain cellular and tissue components, but there is no evidence of deterioration or removal of collagen or elastic tissue in either the brined or dry salted hide pieces.

4. Hides brined in saturated or nearly saturated NaCl solutions are rapidly, uniformly and satisfactorily cured. Brined hides insure the leath-

er manufacturer properly cured hides which will produce good yields of leather.

Recent experiments in the tannery were reported by Whitmore and Downing where some of the factors concerned with brine curing were studied. Their work can be summarized: Tests were designed to indicate the relation of pH, pressure and brine strength to the keeping quality of cured hides.

Conclusions:

1. Saturated brine has a greater tendency to dehydrate hides than 75 per cent saturated brine, but this tendency disappears as the brined hides are subjected to mechanical pressure.

2. Up to 32 psi mechanical pressure is effective in removing brine from hides and reducing the weight. It is suggested as a possible method of getting uniform condition of brined hides in a short time, and saving a portion of present freight costs.

3. Hides brined at a pH approximately 4.4 are better dehydrated and resist deterioration better than those brined at the other pH conditions tested. This suggests the possibility of getting even better preservative action nearer the isoelectric point of collagen (4.8 to 5.0).

We thus see that from a theoretical standpoint the brining method of cure has much in its favor. However, no matter how conclusive laboratory tests may be, the final answer rests with the tanner.

To obtain the latest thinking on this subject a brief questionnaire was sent to 15 different representative tanners and the answers were quite varied and even contradictory in many instances. To summarize them briefly:

While brine curing is a generally accepted term and refers to the frigorifico method of South America and the "special cure" of the large packers, the questionnaire indicates that the practice of many smaller packing plants, butchers and hide collectors in processing so-called brine-cured hides is a variation of method of using salt water.

The tanners are universal in reporting that true brine-cured hides are free of stains and have a better preserved grain. They also report that the flesh side of brined hides is dirty in color, more so than salt cured hides. This they attribute to the stain of the manure which washes off in the brine.

Tanners universally will report that brine cured hides make softer leather. This has been conclusively proved incorrect by tanners who have made tests.

In keeping skins and hides in storage, it has been reported that the brine-cured stock keeps far better than salt cured.

Since the practice in most packing-houses on calf skins is washing the animal and then going into the chilled room with the carcass there is little advantage in brining over salt curing, if clean salt is used.

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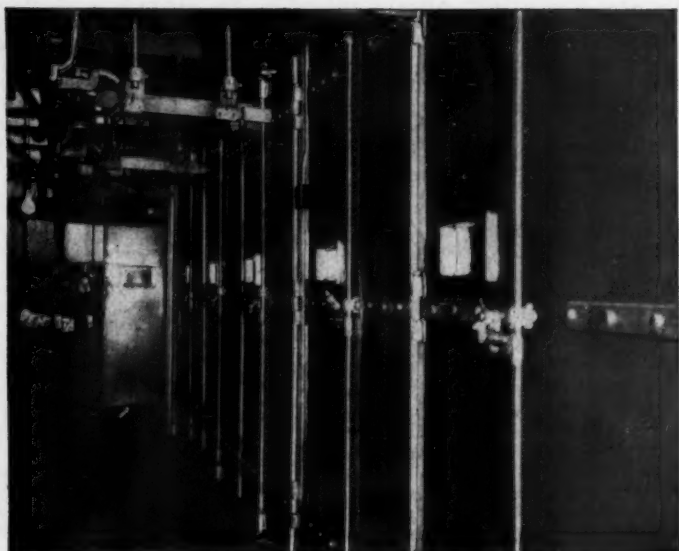


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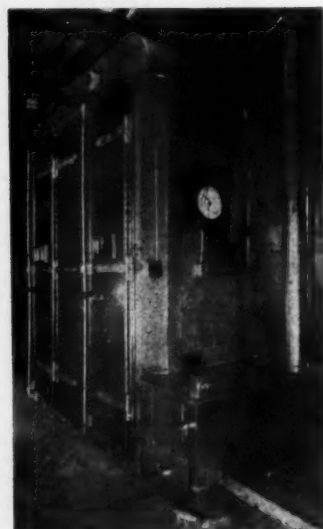


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This is only a partial list of satisfied users of Julian Smokehouses but it tells the story of Julian's nation-wide acceptance:

Name	Location	No. of Houses
Bart Packing Co., Chicago, Ill.		1
East Tennessee Packing Co., Knoxville, Tenn.		4
John J. Felie & Co., Inc., Philadelphia, Pa.		3
P. D. Gwaltney, Jr. & Co., Inc., Smithfield, Va.		4
Edward Hahn Packing Co., Johnstown, Pa.		1
Hens's Fine Meats, Indianapolis, Ind.		1
Home Packing Co., Terre Haute, Ind.		2
Hunter Packing Co., East St. Louis, Ill.		6
Hygrade Food Products Corp., Newark, N. J.		2
Jones Dairy Farm, Ft. Atkinson, Wis.		2
E. Kahn's Sons Co., Cincinnati, Ohio		6
Kerber Packing Co., So. Elgin, Ill.		1
Lay Packing Co., Knoxville, Tenn.		2
Longino & Collins, New Orleans, La.		3
Lykes Brothers, Tampa, Florida		5
Jacob R. Marhofer & Sons, Chicago, Ill.		1
Merkel's, Inc., Jamaica, N. Y.		6
Geo. H. Meyer Sons, Richmond, Va.		3
John Morrell & Co., Ottumwa, Iowa		6
Neuhoff Brothers, Dallas, Texas		7
Plymouth Rock Prov. Co., New York, N. Y.		5
Wm. T. Schloderberg — T. J. Kurdie Co., Baltimore, Md.		4
Sitkowski Sausage Company, Chicago, Ill.		3
Smithfield Sausage Company, Smithfield, Va.		6
Stark-Wetzel & Co., Indianapolis, Ind.		6
Superior Wholesale Market, Ft. Worth, Texas		2
Tennessee Packers, Inc., Clarksville, Tenn.		5
Tobin Pkg. Co.		2
Trunz, Inc., Brooklyn, N. Y.		6
United Butchers Packing Co., Chicago, Ill.		1
Valleydale Meat Packers, Salem, Va.		2

## JULIAN ENGINEERING COMPANY

319 W. HURON STREET

CHICAGO 10, ILLINOIS

becomes very apparent that it would be dangerous to generalize too much for some abuses practiced in even large packing plants tend in some cases to vitiate all the benefits of brine cure. Some of these abuses are just bad practice: to leave the last 10 to 50 hides from the last kill of the day lying in a pile until the next day; to put warm hides in equally warm dirty dilute brine; to leave on big thick masses of fat on the flesh; to leave the hides in brine too short a time; to add dirty salt in the pack.

The question was also asked whether tanners process brine-cured hides differently from salt-cured. Almost all tanners reported they make no change in processing. Since properly brine-cured hides are never dried out, they should be soaked much less than green salted ones. The salt is more uniformly distributed in a brine-cured hide. This salt should be removed before the hide goes into lime.

Tanners are very unanimous in reporting that they do not obtain in tannery practice any more yield in footage or pounds from brine-cured hides.

One of the great controversies regarding brine cured hides is the shrinkage, i.e., is there 45 or 55 per cent moisture in the cured hide? Take either value and try to calculate your yield and you will be wrong.

It is very commendable that the American Meat Institute and the Hide Bureau of the Tanners' Council have undertaken a cooperative program of research.

**CHAIRMAN HUNT:** The curing of bacon by injection of brine solution through a multiple arrangement of needles will be described by Mr. J. W. Coffman, vice president, Kingan & Co. in charge of plant operations.

## Multiple Injection Cure

—COFFMAN—

**T**HE injection curing machine which was conceived, designed, developed and built by the research and engineering sections of Kingan & Co., and the method of processing, represent approximately three years of intensive research, designing, testing and finally plant scale operations.

I suppose to tell a group of meat packers some of the advantages of a shortened curing time is to re-hash something that is well known. Some of the obvious advantages are less space and equipment requirements, decreased amount of capital needed and reduced inventories, which you well know is highly desirable on a rapidly falling market. A reduction in curing time has been the objective of many experiments since the art of curing began. The first major milestone that was passed in obtaining this objective was the successful use of nitrite and its



authorization by the government. The experiments of the American Meat Institute laboratory, then under Dr. W. Lee Lewis, as well as those of some of the packer members, were instrumental in obtaining this authorization.

About 15 years ago with the advent of artery pumping, a second major step was taken. By means of artery pumping, the curing time of hams and picnics has been reduced from as much as eight weeks to a few days. In fact, I understand that some packers are pumping and smoking meat on the same day. This practice has gained such wide acceptance in the meat industry that I venture to say 95 per cent of the hams and picnics today are the quick cured variety.

Bellies represent the last of the major pork cuts which require a comparatively long curing time. Numerous attempts have been made to shorten the time required, with a greater or lesser degree of success. Bellies have been stitch pumped, they have been sweet pickle cured using concentrated curing solution, sweet pickle cured on racks to permit more rapid penetration to all parts of the belly, and sweet pickle cured with warm pickle. All of these methods have some disadvantages.

Stitch pumping is reasonably successful if the amount of pickle delivered in any particular spot is small and a large number of stitches are taken. This, in turn, is time consuming. If larger amounts of pickle are pumped, and a smaller number of stitches taken, an unequal salt distribution results. S. P. curing in vats also results in unequal salt distribution in that the exposed portions of bellies will be much saltier than those in close contact. We tried S.P. curing on wire racks to overcome part of this difficulty, but decided that the equipment and space required would be excessive.

#### **Simultaneous Pumping Desirable**

We also tried curing bellies on wire racks using a warm pickle. This speeded up penetration of curing ingredients, but was dangerous from a spoilage standpoint. Another objection to S. P. curing of bellies is that very little sugar penetrates the belly from the covering pickle.

From the above consideration, it seems that pumping in many places with a concentrated pickle is indicated. To be efficient, the pumping must be done simultaneously.

To check this point, our laboratory made numerous experiments, first with small pieces of cut-up bellies using a hypodermic needle for the injection of small amounts of pickle in many places. Different strengths of pickle and different spacings were tried, first on small pieces and finally on entire bellies. When it became reasonably evident that a satisfactory curing operation could be conducted in this way, our engineering department was given the task of designing a machine to do this efficiently.

The requirements as laid down by

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Major advantages of Sparkler Filters in lard processing are briefly summed up in the following seven points.

1. A better quality of lard is produced because the first run of lard through the Sparkler filter is not contaminated by rancid lard and soap particles retained in freshly laundered press cloths.
2. More insoluble material is removed by the evenly spread filtering medium on the horizontal plates. Cake is not subject to cracking, flow is always with gravity.
3. The Sparkler filter is totally enclosed thus eliminating oxidation of hot lard, a reaction wherein the lard loses a certain amount of its stability or keeping qualities.

Higher stability lard is delivered to votators.

4. All steel construction prevents deterioration of lard by contact with copper or bronze fittings.
5. Saves approximately one-half the lard lost by adhering to filter cake because only one-half the usual amount of filter aid is required by the Sparkler Filter for the same total volume of lard filtered.
6. Saves labor in cleaning because filter paper is disposable, no laundry charges for cleaning cloths.
7. Less floor space is required for a Sparkler Filter than other types.

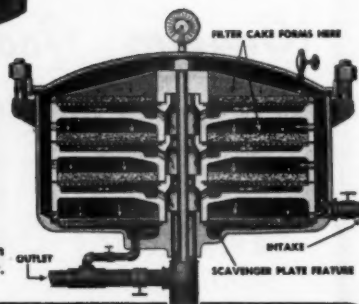
Sparkler Horizontal Plate Filters have been the standard equipment for microscopic filtration in the food, chemical, edible oils, milk, butter and cheese, and other industries for over twenty-five years. The recent introduction of Sparkler Filters for lard filtering is a natural step toward a better and more economical lard product.

We invite correspondence on your particular problem. You will receive the advice of engineers with a quarter of a century of experience in this specific field.



Sparkler Horizontal Plate filter Model 33-S-17 steam jacketed, capacity 5000 G. P. H. type used in the John Morrell & Co. installation.

Section showing plates with filter cake in horizontal position and flow through filter.



**SPARKLER MANUFACTURING COMPANY, MUNDELEIN, ILL.**

the laboratory were that the pickle injection should be delivered to the belly at stated distances apart, that the amount should be varied over a specified range, and that each needle should deliver exactly the same amount of pickle. This last requirement made the designing engineer's job much more difficult. It would obviously be much more simple to pump with multiple needles from a common reservoir. It was demonstrated, however, that very little uniformity would be obtained by this method of pumping.

After many false starts and several reams of drafting paper, it became obvious that an altogether new and entirely different type of machine would be required to do this job. There was nothing on the machinery market that could possibly be used.

### Special Machinery Required

The engineering department had to dig into its store of knowledge, skill and know-how to develop a machine which would do the job intended. After months of intensive work, the model machine was ready for testing.

After the first model machine was completed, it was installed in our laboratory pilot plant for further testing. This machine had 60 needles and the belly was placed under the needles by hand. Numerous experiments were conducted by the laboratory and pilot personnel on the percentage of pickle pumped into the belly, the amount retained under various conditions, whether or not a covering pickle was desirable, effect of pumping pressure on curing of the belly, effect of needle size on appearance of holes and, finally, the smoking of the cured belly. After a product satisfactory to the management and sales personnel was produced in the pilot plant, the machine was transferred to the plant and placed in production. The usual number of bugs were uncovered when a transition of this kind is made. These were eventually ironed out and the machine was used successfully at our main plant in Indianapolis.

As a result of our experience with this machine, it was decided to build one capable of pumping heavier average bellies and also to equip it with an automatic conveyor. This machine, which has 101 needles, was placed in operation almost two years ago. It has been in continuous use during this time and we have pumped as high as 400,000 lbs. of bellies per week on the machine. A similar machine has been placed in operation at one of the branch plants and the original model is now in use at a smaller plant.

The machine as now designed can needle pump bellies measuring 29 in. by 12½ in. by 3 in. thick at the rate of 300 to 600 pieces per hour. The product is placed on a conveyor where it is automatically positioned for the injection unit. The belly is impaled on the 101 needles in the injection unit by means of a lifting platform. When in position, a pre-determined quantity of curing mixture is pumped into the belly. The quantity of pickle in-

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jected from each needle can be varied from zero to 1 oz. The intermittent conveyor movement, the lifting of the belly, the injection of the curing mixture, the removal of the belly from the needles and the discharging of the belly from the conveyor, are all controlled automatically through a Geneva indexing drive and a system of cams which operate the air valves.

The 101 needles in the injection head are located and arranged so as to give equal coverage of area and uniform distribution of curing mixtures into the belly. The needles project to within  $\frac{1}{4}$  in. of the bottom of the belly. The curing pickle is injected into the belly through four small holes located vertically at 90-deg. intervals along the shank of the needle.

The injection device consists of two main stainless steel castings weighing approximately 1,000 lbs. To the lower casting are mounted the stainless steel injection needles and the stripper plate. The upper stainless steel casting, which is fitted to the lower casting by means of a ground gasketed joint, acts as a reservoir for the pickle as well as a housing for the plungers and plunger retaining plate. The stainless steel plunger retaining plate is match bored with the lower casting.

The plungers protrude into the cylinders of the lower casting through "O" ring seals which serve as piston rings. When the plungers are fully extended, the curing mixture flows into the cylinder by means of ports in the plungers. These ports are closed off as the plungers move downward on each stroke. The quantity of pickle ejected from each needle is determined by the travel of the plunger. The plunger retaining plate is operated by means of an air cylinder which is mounted to the upper casting.

### Method for Curing Bellies

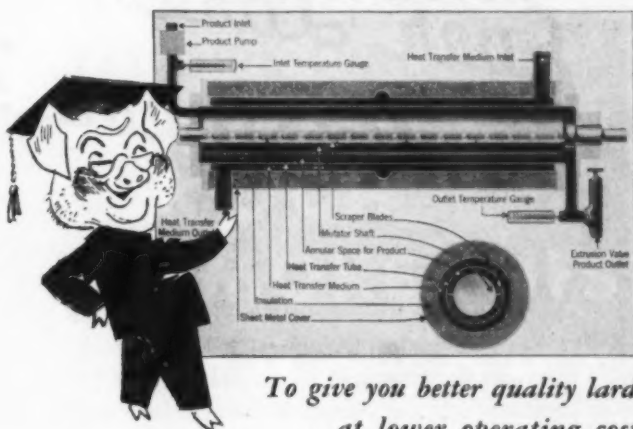
Curing mixture is supplied to the injection head at a pressure of 1 to 2 lbs. A return line is provided for returning surplus pickle to the pickle holding tank. The pressure for injecting the curing pickle into the product comes entirely from the plungers operating the needles.

In order to assure a clean pickle free of foreign matter it is necessary to filter the pickle just prior to its introduction into the injection head. I should like to describe briefly to you the methods we are now using in curing bellies with this machine. The bellies, which are either fresh or thawed frozen bellies, are averaged in a 2-lb. range. Either skin-on or skin-off bellies can be pumped. Lately we have been pumping chiefly skin-off bellies. The bellies are placed on the conveyor of the machine which automatically conveys them beneath the needles where they are pumped.

A concentrated pickle containing a high percentage of salt and sugar and chilled to 36 degs. is used for pumping. Bellies are pumped from 9 to 10 per cent of their green weight. The

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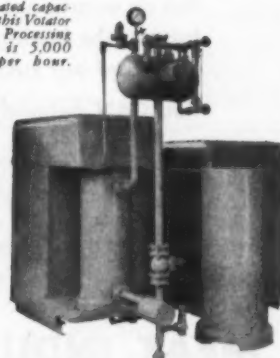
The hot oil is pumped through a passage where it contacts the heat transfer surface. Revolving scraper blades agitate the material and constantly expose a clean contact surface. As the material passes through the unit it is chilled and plasticized. The complete transition, from hot oil to lard, ready for packaging, requires only seconds.

Because this Votator chiller unit accommodates a continuous flow of oil, a high rate of production

is attained with small use of floor space... Because the processing takes place in a completely enclosed system, chances for contamination are eliminated... Because the process from start to finish is under precise mechanical control, many man-hours are saved. Only part-time attendance is required.

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heavier bellies are pumped the smaller percentage. The percentage of pickle pumped into the belly is checked frequently by weighing representative bellies before and after pumping. The amount of pumping pickle delivered can be easily regulated by changing a collar adjustment on the air cylinder which regulates the length of stroke. The checking of the weights is done frequently during the operation to insure a uniform delivery.

The pumped bellies are placed on racks, then held for a minimum of 24 hours in a standard curing cooler if they are to be smoked in the same plant. For smoking at branch plants, the bellies are placed directly into the car. We find that the bellies drain about 4 per cent, and this allowance is made on bellies shipped to outside plants.

The gain in weight from green weight to the smokehouse is about 5 to 6 per cent. No cover pickle is used since we find that the pickle which exudes from the belly is sufficient to cure the outside. We do not claim that it is absolutely necessary to hold the bellies 24 to 48 hours before smoking. We have successfully run some experimental lots directly into the smokehouse. We do believe that the additional holding time produces a somewhat more uniform cure.

### Little Shrink from Smoke

Smoking procedure is very similar to that for dry cure bellies. Contrary to our expectation, the pumped bellies are more difficult to shrink in the smokehouse than dry cured bellies. In other words, in spite of the additional curing gain, the yield out of smoke is higher with the pumped bellies than it is with the dry cured bellies. We do not know the reason for this difference. The finished belly comes out of smoke 2 or 3 per cent under green weight. Chilling, molding and slicing are the same as for dry cured bellies.

No needle marks are apparent in the finished bacon. The reason for this is probably the narrow diameter of the needle and the use of a sharp point which divides the tissue instead of tearing it. The holes that are made apparently fill up in the smoking process.

How does the finished bacon compare with dry cured bacon? Color of the pumped bacon is equal or superior to dry cured bacon. Keeping quality, with regard to growth of bacteria and mold, as far as we can determine, is the same as conventional dry cure. We believe that the resistance of the bacon to oxidative rancidity is somewhat greater than in the dry cure, although this point is difficult to demonstrate.

We have conducted extensive flavor tests over a long period of time in which experienced individuals have participated. We have a testing panel which, among other things, tastes samples of fried bacon every morning. Among these samples will be dry cured bacon, quick cured bacon and com-

petitors' bacon. The panel of experienced tasters does not know which bacon is being sampled. Considerable rivalry has developed in attempts to determine which is the quick cured bacon. I might say that the tasters are as often wrong as they are right in picking out the bacon which is quick cured.

We have satisfied ourselves that in both flavor and appearance, bacon cured by the two methods is so nearly identical that even experts cannot tell the difference.

We are firmly of the opinion that the Inject-O-Cure method or the dry cure method can satisfactorily be used alternately.

We do not think all the methods we are now using are necessarily the final answer in the curing of bacon in this manner. I do not think it at all impossible to develop a method of curing whereby the bacon can be placed on combs and sent immediately to the smokehouse. We found, for instance, that by using warm pickle in pumping the bellies, a greater retention of curing ingredients is obtained. With the same percentage of pumping, the salt content of the finished fried bacon will be 2 per cent higher when warm pickle is used.

This method has been applied to the cure of other products which lend themselves to a pumping procedure of this kind. Results have been very satisfactory.

**CHAIRMAN HUNT:** "Current Studies in New Methods of Rendering and Processing Lard" is the subject that Dr. F. V. Vibrans, American Meat Institute, will now discuss. Dr. Vibrans was educated as an organic chemist and has been interested in fats and oil technology for many years—first with Proctor & Gamble and since 1929 with the American Meat Institute and the American Meat Institute Foundation.

## Latest in Lard Rendering

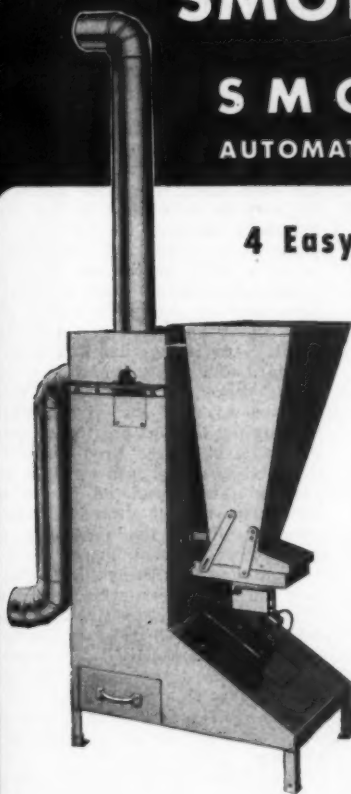
VIBRANS

**F**IVE or six months ago when today's program was in the formative stage it looked as though several new procedures for rendering edible fats would be in commercial operation by convention time. With hopeful anticipation of being able to present operating data on either two or three new rendering processes I calculated I would have the "scoop" paper on the program. However, as I appear before you now I find that much of the information I thought was just around the corner is much farther away than that. Hence, in some instances the information I hoped would highlight this paper is based on pilot plant experiments rather than on plant operation.

There are five rendering procedures

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to which I want to direct your attention this morning. The first of these is the Danish Titan process. Outside of Europe, Titan plants are in operation in Australia, South America, and Canada. The Canadian plant installed by the Essex Packers, Ltd., Hamilton, Ontario, is described in THE NATIONAL PROVISIONER for July 23, 1949. The Titan process is a continuous steam rendering procedure in which the fat is hashed in a steam jacketed grinder, passed through a pre-heater and into a cooker where it is heated with live steam. The comminuted fat is almost completely rendered in the few minutes while it is in the cooker and the rendering is completed when the pressure is taken off the hot slurry of fat, fiber, and tank water as they leave the cooker. The sudden release of pressure disintegrates the fat cells which had not been ruptured by grinding and heat.

The larger pieces of tissue in the slurry are separated from the fat and water in a rotating drum and then pressed. The rendered fat is completely separated from the tank water and fine fiber by two centrifugations. Nearly all the water and fiber are removed from the fat in the first centrifuge and the remaining water and fine suspended matter are removed in the second machine. The fat from the second centrifuge is clear and free of water so it may be put in storage or packaged for sale without further treatment.

### Titan Process Statistics

Lard rendered by this method is reported to have a mild flavor, low free fatty acid and good keeping quality.

I wrote to Essex Packers for information on performance and an opinion of the Titan process now that it has been in operation for more than a year, but I didn't get any information which will enable me to evaluate the process for you. However, through the courtesy of an official of a company operating a Titan rendering plant in South America I do have some operating data which I am sure will be of interest to you. The plant from which this information comes is in successful operation on beef fat, about 2,000 pounds per hour.

Typical percentage yields based on the weight of tallow in the fatty tissue are:

Warm killing fat, 91.0 per cent for the standard dry rendering method.

Warm killing fat, 97.7 per cent for the Titan process.

Cold beef cutting fat, 94.2 per cent for the Titan process.

Charges against the operation of a Titan plant for steam, electricity, water and everything else except labor, when processing killing fat, are about one-fourth as much as similar charges against the operation of a standard dry rendering unit.

Operating charges against the Titan plant, not including labor, processing cold cutting fats are about three-fourths as much as similar charges

against the operation of a standard dry rendering unit.

The plant in which the above information was secured has not been in operation long enough as yet for repairs to become a significant operating charge but, with the type of equipment used in the Titan process, a maintenance charge must not be overlooked.

Although the initial cost of a Titan plant is definitely more than a dry rendering unit of the same size, all available evidence indicates the saving in operating expense and through increased yield should more than pay for the difference in about two years. Evidence that a Titan plant gives satisfaction is that the company from which I got the above information is contemplating the installation of two more Titan plants in the near future.

### Use of An Enzyme

The second process to which I want to direct your attention is one based on the use of a proteolytic enzyme. A little over five years ago a proteolytic enzyme concentrate, called "protease" made by the Paul-Lewis Laboratories, Milwaukee, Wisconsin, and described by R. B. Oesting in *Locker Operator* for June, 1945, was made available to industry as an adjunct to dry rendering fatty tissue. THE NATIONAL PROVISIONER for January 5, 1946, also contained a story on the use of protease in rendering fatty tissue. Protease has been used by some 150 locker plants and small packers, the majority of which were locker plants, for rendering lard and edible beef tallow.

The procedure is to add 1 gal. of protease to 1,000 lbs. of fat while it is being put through a grinder equipped with a ¼-in. plate. From the grinder the mixture drops into an open kettle and the fat is rendered in the usual way. The use of protease, however, greatly reduces the rendering time, often by as much as 50 per cent. The enzyme is completely destroyed by heat during the rendering period so it in no way interferes with the end products. Protease cannot be used with success in wet rendering fat because the steam destroys the enzyme before it has a chance to digest the fat cells. To date the B.A.I. has not authorized the use of protease in the rendering of edible fats.

Lard produced by this procedure is reported by the Paul-Lewis Laboratories to have good color, low f.f.a., mild flavor, and good keeping quality. The cracklings have been used in animal feeding tests in the Paul-Lewis Laboratories to show that they are wholesome and readily digested.

Although "protease" sells for \$3.60 per gal., the increased fat yield of 5 to 10 per cent claimed for this process is said to more than pay for the cost of the protease. The increased fat yield results from a greater breakdown of the fat cells.

Data which illustrate the increased yield obtained by the use of protease have been given to me by the Paul-Lewis Laboratories which studied them.

Data represent per cent fat obtained from the fatty tissue.

Fats rendered	Method	Yield, per cent based on total wt. of fat
2000 lbs. cutting fat	.....control	67.2
	.....control+protease	74.7 A difference of 7.5 per cent
2000 lbs. cutting fat	.....control	74.25
	.....control+protease	81.25 A difference of 7.0 per cent
2000 lbs. 30% back fat	.....control	83.55
70% ham fat	.....control+protease	86.65 A difference of 0.1 per cent

Analysis of some inedible cracklings shows the control to contain.....12.2 per cent fat

The third process is based on patent 2,456,684 December 21, 1948, issued to F. E. Deatherage, described in THE NATIONAL PROVISIONER of October 26, 1946, and also published in *Food Industries* for 1949. According to the specifications in this patent, the finely hashed fatty tissue is digested with a specified amount of alkali at a temperature of 175-200 degs. F. At this temperature the alkali digests the tissue but does not promote an appreciable amount of fat hydrolysis. After 30 to 60 minutes digestion, the mixture of lard or tallow and digested tankage is run into a centrifuge and the fat separated from the digestion liquid. The fat is then washed free of soap with water and dried. After drying it is ready for storage or further processing. According to the patent the fat yield by this process is somewhat better than that obtained in regular commercial operation and the dried fat, lard for example, is light colored, has only a faint odor, contains less than 0.1 per cent f.f.a. and has good keeping quality.

Since nearly all the nitrogenous material in the fatty tissue treated is in water solution it must be recovered by evaporation in much the same way that tank water is processed. The relative feed value of the tankage from this process has not as yet been completely evaluated but since it has been heated when at a high pH there is a possibility that its feed value may be low. At any rate, if one contemplates an investigation of this rendering procedure he should do it with the knowledge that the feed value of the tankage produced should also be checked.

Although the method is being tested out commercially at the present time none of the results are available to me, so I cannot present an estimate on either equipment or operation costs.

The fourth process is based on patent 2,516,071 issued to Charles Pavia and offered to the meat packing industry by Pavia Process, Inc., Washington, D.C. The method was described in THE NATIONAL PROVISIONER of July 15, 1950 and in *Meat Magazine* for August, 1950.

The finely hashed fat (ground in a meat grinder equipped with a ¼-inch plate) is dropped directly into a standard open steam jacketed kettle which has been preheated to 325 degs. F. with 80-lb. jacket steam and which is



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### *Visking "Firsts"*

No Jax Casings 1925  
Cellulose Sausage Casings 1925  
Colored Casings 1931  
Fibrous Casings 1935  
Opaque Casings 1937  
Zephyr Casings 1940  
Visten Casings 1946  
Visqueen Casings 1946  
Saran Casings 1946

### *Cellulose Casing Applications for—*

Smoked Ham  
Smoked Picnics  
Smoked Butts  
Canadian Bacon  
Cooked Ham  
Cooked Loaves  
Salami  
Boneless Smoked Ham  
Boneless Smoked Picnic  
Split Boneless Ham

equipped for rapid agitation. During the short rendering period (about 15 minutes), according to the patent, the small particles of fat are thrown against the hot surface of the tank and the fat cells which were not ruptured during grinding are broken open almost instantaneously by heat shock, releasing the fat, lard or tallow, contained in them. The final temperature of the fat in the tank is approximately 190 degs. F.; a temperature at which the protein has not been sufficiently modified to cause it to lose water. When rendering is judged to be complete; that is, according to the patent, after the fat cells, which had not been ruptured during grinding, are broken up by heat shock the kettle is drained onto a straining cloth placed over a fat-receiving tank. The rendered lard or tallow runs through the cloth and the protein residue is retained by it.

### Test on Pavia Lard

On July 11, 1950, I visited Shen-Valley Meat Packers, Inc., Timberville, Va., and saw a batch of lard made by the Pavia process. The batch of fat rendered consisted of 750 lbs. of chilled leaf fat and 750 lbs. of skinned back fat. The fat was ground in a sausage grinder equipped with a 1/2-inch plate, cooked and discharged from the tank in 18 minutes. No yield data were obtained in the demonstration, but samples of the lard and protein residue were secured for analysis.

Protein residue analysis was: moisture, 21.8 per cent; fat, 69.1 per cent and solids (protein), 9.1 per cent.

These are very interesting data, but without knowing the total weight of the protein residue or the composition of the fats before rendering they cannot be used, with any degree of satisfaction, as a means of calculating yield.

The Pavia Process Co. suggests that this high fat protein residue be used in some product like sausage or be returned to the rendering tank and processed further with the production of cracklings and open kettle rendered lard.

#### FAT ANALYSIS

Lard rendered from fat	Lard extracted from protein residue
Melted lard....very cloudy	.....
Color on filtered sample...4.7 Y — 4.4 R	.....
P.f.a. ....0.29%	.....
Moisture ....0.47%	.....
Melting point (Wiley) ..... 42.9°C.	29.5°C.
Iodine number ..... 63.0	66.0
Original Peroxide .... 0.5	.....
Stability (AOM) .. 5.5 hrs.	.....

There are two of these determinations to which I especially want to call your attention; namely, the melting point and the iodine number. The difference between these data are very significant, because they show that during the cook a disproportionate amount of the lard came from the leaf fat. Or in other words, at least in this experiment, the leaf fat was more completely rendered than the back fat. This evidently accounts for the unexpectedly high melting point of Pavia lard made from equal weights of leaf and back fat. If this is generally true then the data indicate that more rendering in-

formation must be obtained on the different classes of fat such as leaf fat, visceral fat and cutting fat, before the value of the process to the industry can be estimated. I had hoped to have some yield figures on both killing and cutting fats for you at this time but they have not been made available to me.

If the Pavia process will do what the patent claims for it, when operated on both killing and cutting fats, it should be a very useful rendering method; this is particularly true since the equipment cost is small and operating cost should be less than for making open kettle lard. Any company with a steam jacketed kettle can use it by spending a few hundred dollars on stirring equipment. The process will have even greater value if it can be operated on cutting fats with the skin on and on warm killing fats. The fine hashing of these fats, however, should not be taken for granted, because they are difficult to grind.

Lard made by the Pavia process is very similar to neutral lard. It is very mild, light colored, has good stability, and has made a very favorable impression on all who have used it.

I am sure we are all interested in the Pavia process because, if successful, a simple and cheap rendering process will be available to the industry with very little equipment cost for producing a very mild lard which could replace the strong flavored lard now on the market. This would greatly minimize one of the principle objections advanced by the homemaker against the use of lard; namely, its strong taste and odor. The production of such a mild lard could also go a long way toward solving the smaller packers' problem of making a lard without deodorization which should be acceptable to most retail buyers.

### New Solvent Process

The final process on my agenda is challenging, has a lot of possibilities, and should be given careful consideration by processors of either edible or inedible animal fats. It is a solvent extraction method which is being developed by the Vio Bin Corporation, Monticello, Illinois. The process is an application of the extraction procedure the company uses very successfully in the preparation of dried and de-fatted raw tissue powder from liver, pancreas, etc. It is described in articles appearing in THE NATIONAL PROVISIONER for June 10, 1950, *Industrial Engineering Chemistry* 1950, *Meat Magazine* for September, 1950, and Patents 2,503,312 and 2,503,313 April 11, 1950.

Although the extraction of fat from inedible animal tissue that has been cooked to reduce its moisture content is quite common, there are no extraction plants in operation at the present time in which both water and fat are removed from the raw fatty tissue by means of a solvent. In this process a solvent with unique characteristics would have to be used. It must be

not only immiscible with water, but it must form a constant boiling mixture with water which has a boiling point lower than that of either the solvent or water. There are several such solvents available which possess these characteristics that can be used for extracting water and lard or tallow from fatty tissue.

The extraction is carried out by putting the comminuted raw fatty tissue and the solvent, in this case dichloroethylene, in a steam jacketed vertical cooker equipped with a vapor line and condenser. Steam is introduced into the jacket of the cooker and the tank is put under vacuum. The protein of the fat cells is coagulated by heating the contents of the cooker to 140 degs. F. while agitation is provided by the boiling solvent. If this is not done, the protein, on denaturation, forms a solid mass which is difficult to extract. After the protein has been coagulated the vacuum is broken on the cooker and heating is continued. At 160 degs. F. a mixture of solvent and water boils off together. Distillation is continued until nearly all the water has been removed from the system. Since the liquid solvent and water are immiscible as soon as they liquefy in the condenser, they separate and form two layers in the receiver. The water is tapped off and the solvent is ready to be used over again.

### Solids and Fat Separation

At this point in the operation, the cooker contains the protein residue and the fat dissolved in the residual solvent. This mixture is pumped into a drum drier and the solvent containing the fat is allowed to drain through a cloth covered outlet in the drier into a receiving tank. The solids can be readily separated from the solvent containing the fat since the protein residue is free filtering because it contains practically no fines; no fines is a unique characteristic of this type of extraction in which the material to be extracted is not cooked to break the fat cells and remove water. The solids in the drier, after being given one or more rinses, the number depending on how completely one wants the fat removed from the cracklings, are completely freed of solvent by distillation and steam sparging under vacuum.

At the same time that the solvent is being removed from the protein residue in the drier, the solvent is removed from the fat by a similar operation in the cooker; namely, distillation and steam sparging under vacuum. This is a standard procedure used in all fat extraction plants but it is simpler in this process because there are no aggravating fines to complicate the operation and plague the operator. The per cent of fat and moisture remaining in the cracklings depend on the way the process is operated and this can be modified at will by the operator to meet any specifications. However, since the cracklings are never dusty the fat and moisture in them can be reduced to less than 1 per cent each

without creating a dust problem.

The solvent free fat is cloudy so it has to be filtered. Whether it should be filtered before or after the solvent is removed from it is not clear at this time. The clarified fat is light colored, has a mild flavor, low f.f.a., and good keeping quality. To date, solvent extraction of edible fatty tissue in the production of lard and tallow has not been authorized by the B.A.I.

A few weeks ago I witnessed a demonstration in which 150 lbs. of finely ground fat, consisting of killing and cutting fat in the same ratio as they are produced in a packinghouse, was extracted with dichlorethylene. The operation is readily carried out and the extraction end point easily recognized. Since the mixture of solvent and water is constantly boiling at 160 degs. F., distillation was continued until the temperature of the vapor leaving the extraction tank had gone up to 182 degs. F., the boiling point of dichlorethylene. The jacket steam was then shut off and as soon as distillation had stopped the protein residue and the lard dissolved in the solvent were blown over into a drum drier. The solution of lard and solvent was drained out of the drier and returned to the extraction kettle together with the solvent used to rinse the cracklings in the drier. The final step was to completely free the fat and cracklings of solvent. This was done by distillation and sparging with steam under vacuum.

An analysis of four samples of cracklings obtained in earlier experiments showed them to contain the following percentages of moisture, fat, and protein:

DICHLORETHYLENE EXTRACTED CRACKLINGS			
Sample of	Moisture	Fat	Protein
Swine fats	7.0	1.9	88.6
Swine fats	9.0	2.9	86.3
Swine fats	8.2	5.3	86.4
Edible beef fats	7.6	0.6	85.0

Now a word about the relative plant and operating costs of an extraction plant and a dry rendering unit of essentially the same capacity. However, before I give you these estimates I want it understood that the process is in the pilot plant stage and at the present time it is not in commercial use. There is no question about the pro-

cess working; that has been demonstrated over and over by the Vio Bin Corporation in the preparation of dry, fat-free raw animal tissue.

The estimates on plant and operating costs on the extraction process were given to me through the courtesy of the Vio Bin Corporation. I have estimates on several size plants but I will use only one of them and suggest that if anyone wants further and more detailed information it can readily be obtained from the Vio Bin Corporation.

The following estimate is based on the extraction of edible fat containing 20-25 per cent moisture. A larger plant would be required to process products containing more water.

ESTIMATED EQUIPMENT COST		
A six ton per day solvent extraction plant (without building)	.....	\$23,000
Solvent necessary to operate the plant..	.....	3,300
Total .....		\$26,300
A five-ton dry rendering unit (without building)	.....	\$18,000
ESTIMATED OPERATING COSTS PER CWT. FATS PROCESSED		
	Extraction Plant 12 tons per day	Dry Rendering Plant 15 tons inedible plant
Labor .....	0.250	0.350
Power .....	0.000	0.050
Fuel (steam only).....	0.060	0.085
Solvent loss (wet basis) 0.100	.....	0.000
Total .....	0.416	0.485

Using these figures the following general calculation can be made on processing 10,000 lbs. of fat per day; the fat from 300 hogs. In making the calculation a 75 per cent yield on the fat is assumed.

Thus 10,000 lbs. of fat yields 7,500 lbs. lard, 2,500 lbs. cracklings and water.

If the fat contained 25 per cent water, the weight of cracklings would be 1,875 lbs.

If the cracklings contained 10 per cent fat, the weight of fat in the cracklings would be 187 lbs.

By solvent extraction the cracklings would have 2 per cent fat, or 34 lbs.

AT ITS ANNUAL MEETING held during the AMI meeting the Meat Industry Supply and Equipment Association discussed its credit plan and other services to its members. At left, L. I. Norton, president, THE NATIONAL PROVISIONER, is making the report of the nominating committee. A. H. Noelke, MISEA secretary-treasurer, is seated to the right.

Increased lard yield by solvent extraction would be 153 lbs.

Value of this lard at today's price of 15c would be \$23.

To this may be added \$0.069 per 100 lbs. of fat processed, or on 10,000 lbs. this would be \$7.

The total saving would be \$30 per day.

Before concluding this paper I want to refer very briefly to the preparation of the fat for rendering. You noted in this discussion that all five processes I have reviewed require the fat to be finely divided. This division is equivalent to that obtained when the chilled fat is put through a sausage grinder equipped with a ¼ inch-plate or, in one case, a ½ inch-plate. It is not too difficult to grind chilled fat which is free of skin and the Titan process grinds the fat hot; but, if I remember correctly, the skin is removed before grinding. I understand that there are comminutors on the market which are alleged to finely hash back fat with the skin on as well as warm visceral fat to meet the processing requirements. I do not believe, however, they have been tested sufficiently to be pronounced entirely satisfactory. If this is true, and I believe it is, then one cannot say that the hashing problem is solved and that only the rendering procedure requires commercial verification.

The rendering procedures reviewed in this paper are those which in my judgment have the greatest possibility for improving on the edible fat rendering procedures now in use. They all require that the fatty tissue be finely ground before the fat can be satisfactorily separated from them; this presents a grinding problem that has not been completely solved when the cutting fat has skin on it and the visceral fat has not been chilled. The greatly reduced rendering time together with lower rendering temperature used in these rendering procedures yields a lard or tallow with very little taste and odor; this is something that has been worked on for a long time and should be given careful attention when considering the production of a more salable lard or tallow. Although this lard cannot be sold as a bland or deodorized product, its taste and odor should not be objectionable.







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W. G. MUELLER



R. J. EGGERT



R. C. BRIGGS



J. B. O'NEILL



J. C. MILTON

## SAUSAGE

**T**HE section meeting on sausage convened at 10:10 a.m. Saturday, September 30, with William G. Mueller, jr., president, American Packing Co., presiding.

**CHAIRMAN W. G. MUELLER:** I welcome all of you to this sausage section meeting of the American Meat Institute. We are once again faced with threats of impending governmental controls and other restrictions of extreme importance to the sausage business. This get-together of the sausage folks should do us much good. First to appear on this morning's program will be Bob Eggert, associate director of the Department of Marketing, American Meat Institute. Bob is one of the outstanding livestock and meat economists of the country. His subject is the "Outlook for Sausage and Meat Supplies for the Coming Year." Bob also will comment on the general business situation and the likelihood and implication of government controls.

**R. J. EGGERT:** Meat consumption per capita, after taking into account the expected increase in population and larger military requirements, probably will be about 150 lbs. in 1951. This will be 4 lbs. above the 1950 rate and 11 lbs. greater than the prewar level of consumption.

The usual seasonal pattern in marketings is again expected. Civilian consumption of meat per family of four probably will be about as follows: first quarter, 154 lbs.; second quarter, 146

lbs.; third quarter, 142 lbs.; fourth quarter, 157 lbs.

Because of the seasonal fluctuation in marketings (See Charts 1 and 2) sausage materials—and prices—naturally fluctuate. Charts 3 and 4 show the fluctuation in prices of pork and beef

trimmings for 1948, 1949 and 1950. Hog slaughter in the fourth quarter of 1950 is expected to be up seasonally by 83 per cent over the third quarter of the year, and to be 2 per cent larger than the peacetime record slaughter for the same quarter a year ago. The normal fall movement of cows has been delayed by the good pasture conditions which should mean a fairly large seasonal increase in the movement of cows during October and November. Even so, supplies of beef materials are expected to continue relatively short in contrast to fairly abundant supplies of pork materials this fall and winter.

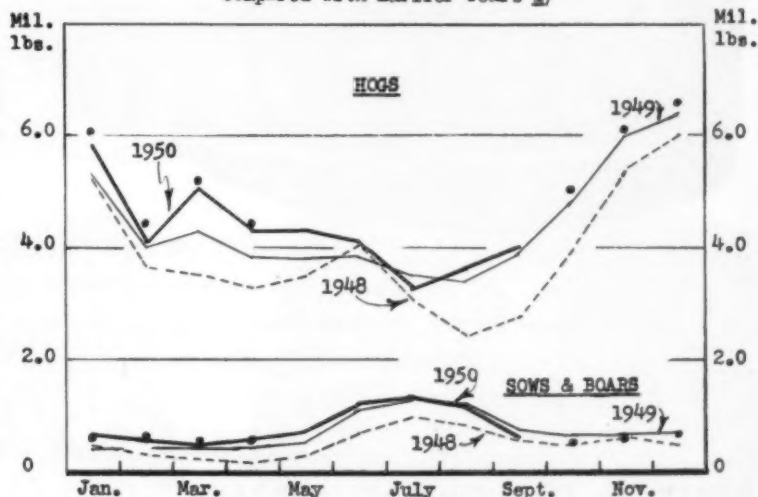
A moderate increase in the supply of raw materials for sausage is anticipated next year. A reliable estimate indicates that hog slaughter under federal inspection for the 1950-51 crop year will be a little over 58,000,000, up 2,000,000 over the marketings during the 1949-50 crop year. Furthermore, it appears probable that we have reached the stage of the cattle cycle where increased cattle numbers will expand cow slaughter even though there will continue to be considerable holding back for herd-building purposes.

The possibilities of large quantities of soft corn, in view of the lateness of the crop, would tend to shift hog marketings into the early part of 1951, and would result in hogs coming to market at heavier weights. Soft corn would also tend to delay movement of cows to market this fall and would result in their carrying higher slaughter finish when they finally come to market next spring.

Sausage prices are relatively high, but they have not advanced nearly as much as the sharp increase in the cost of raw materials. Sausage price levels, like meats in general, are but the "blow

(Continued on page 223.)

**HOG SLAUGHTER - BY MONTHS**  
Estimates for 1950-51  
Compared with Earlier Years 1/



● Estimate October 1950 and April 1951.

CHART 1

**OF ALL PACKAGING MATERIALS**  
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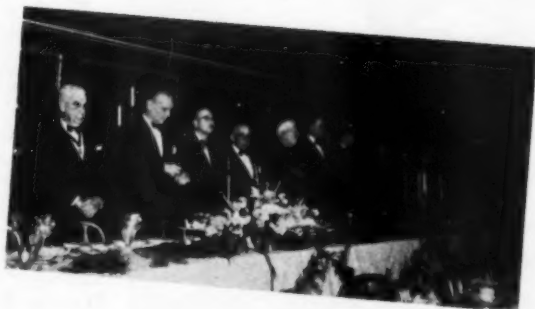
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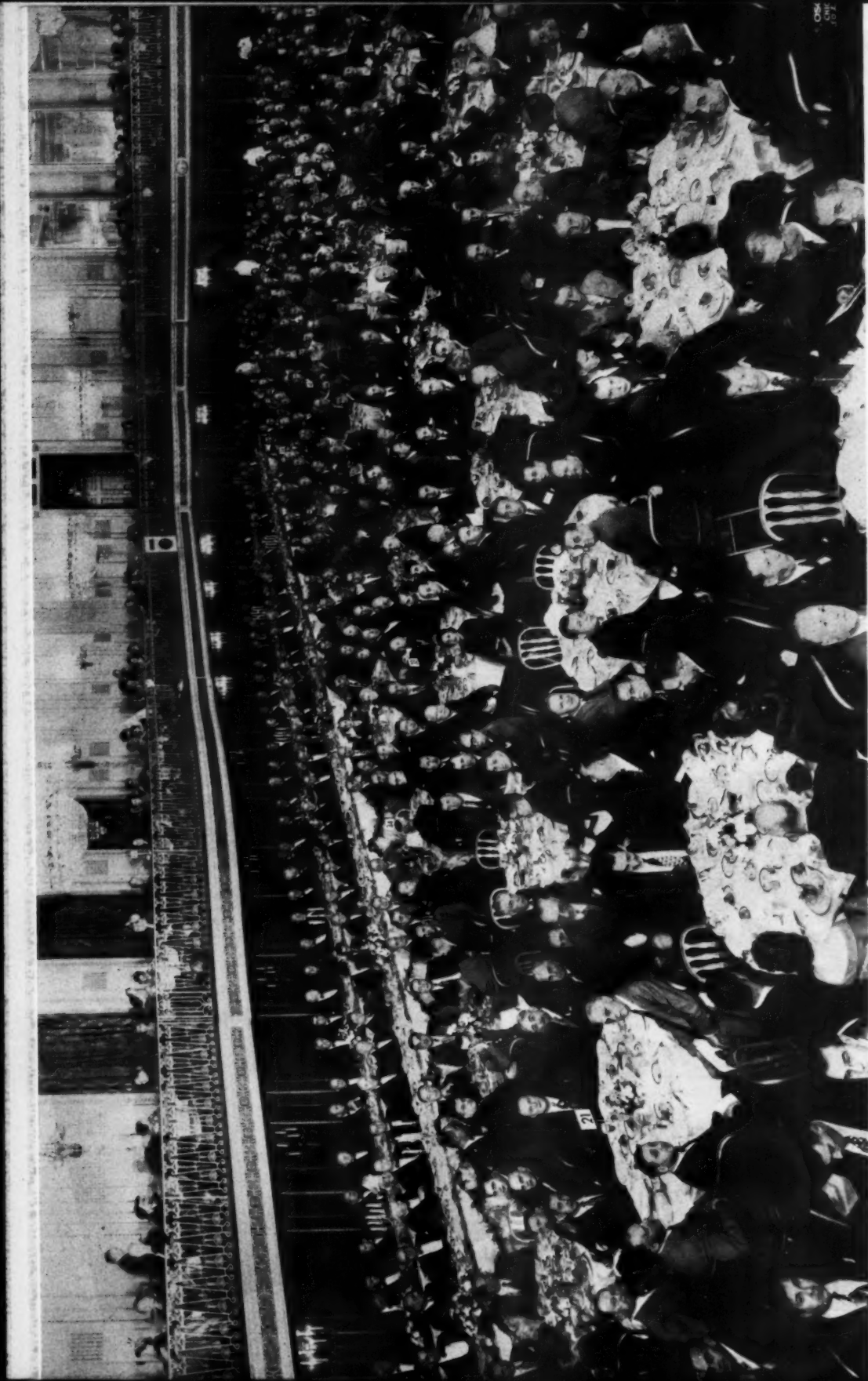
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# Special Attractions

ANNUAL BANQUET .....	204
SPEECH BY BAILEY .....	205
SUPPER DANCE .....	210
LABORATORY DEDICATION .....	214
50-YEAR AWARDS .....	219
LUNCHEONS .....	218



### Forty-Fifth Annual Dinner of the American Meat Institute

Held at the Palmer House in Chicago on October 3, 1950. Address by Charles W. Bailey, president of the First National Bank, Clarksville, Tenn.

# Noted Country Banker Tells of Challenge of Agriculture

## *Encourage Diversification, Farm Debt Retirement, Conservation and Prevent Land Boom, Says Bailey*

**C**HARLES W. BAILEY: In a country bank, in an area that was suffering from the evil effects of a pronounced one-crop system, there was learned a lesson by listening at the feet of a wise old farmer who turned back the pages of history to earlier years when diversification prevailed thereabouts.

There were the Four Pillars of Income, and it might be said that he had, and those who follow the rule today have, many additional incidental farm incomes. As the Four Pillars of Income has been successful in its operation in that rural area, there has grown a consciousness that agriculture, through its influence on our lives and its importance to our existence, presents a further challenge to thoughtful people and an invitation to combat that must be met.

### *Agriculture's Importance to You*

However important this nation may become industrially, or as the resting place of large accumulations of invested capital, you who are thoughtful will always be mindful of the important part which agriculture plays in both your home lives and your business affairs. It is in that attitude of thought that this appearance is being made tonight.

This morning you stepped out on the porch to bring in the milk and cream, so very necessary for the health of your children, perhaps for your own consumption and enjoyment; then, for the remainder of the day you relied on the products of the soil to provide for your maintenance and comfort. At noon, as you foregathered with friends or business associates at your favorite lunching place, and, again, as you rejoined your family or met with friends at dinner in the evening, you found refreshment and satisfaction of appetite in the foodstuffs of various kinds which had been gathered by sundry means of transportation, perhaps over great distances, to provide for your needs. The cotton, linen, wool and leather, but not the silk, which cover your body and protect against the varieties of weather, as well as meet the formalities of the day, are all made available to you because there was in some agricultural area that productive soil which would grow crops for harvest or for the support of domestic animals, thereby made available for processing in one way or

another for your comfort and benefit.

You might survive most any kind of cessation of industrial activity, but if the farmers of this nation should put on a sit-down or a slow-down, such as now appears common in many other lines of endeavor, there would result an experience for you that would dwarf the inconveniences of all the regulations under which you have lived in recent years. Your future and the future of your family are more dependent on an assured production from the farms of the nation than on any other source of supply of any kind.

In view of that dependence it is natural to assume that you do have a very consuming interest in agriculture; one that will make you thoughtful of what may aptly be termed its challenge.

The challenge of agriculture is for the development in every rural area of a balanced farming program which will give assurance of successful operations now, coupled with ability to meet and survive any changing conditions which might rise in the future. To those of us who are rural bankers there is added the desirability of an economic structure that will form the basis of sound credit in each of the passing years.

### *Farm's Financial Independence*

A balanced farming program is one that provides a number of incomes through the year, with crops so diversified in character, and so practical in marketing, that they will present a strong front to any shifting demands. In some years one crop may fail but not all of them. There may not be many years when every crop in a diversified program will succeed, but the number and variety provide insurance that is very reassuring. In the attainment of this objective many areas have made marked progress through a careful study of the productive possibilities of the soils, the willingness of the farmers to adjust themselves and the availability of markets for any broadened crop production. For the one-crop area this is the way out. It can be done, and it has been done.

The challenge of agriculture, in the support of a balanced farm program, is evidenced in the need for the payment in full, or down to a point of absolute control, of the farm real estate mort-

gage debt that is now owed. This debt is less than half of what it was in 1923. A high of \$11,000,000,000 then, down to about \$5,500,000,000 now. In 1923 the appraised value of the farm real estate of the nation was \$52,000,000,000 and the debt 20 per cent of that. In 1933 the appraised value was \$30,750,000,000 and the debt was 27 per cent of that. Remember those years? In 1950 the appraised value is \$61,000,000,000 and the debt is 9 per cent of that.

Now, while earnings are good and there is a surplus, how splendid to get this debt paid in full, or have the amortization payments made so far ahead that future maturities will not be embarrassing. Then if there are lean years ahead there will not be any mortgage debt worries. There is much independence enjoyed by the farmer who is out of debt. Many of the debts made in pre-war years have been paid with cheap dollars. Wise farmers have benefited. Debts made now, or that remain unpaid now, could very easily become more difficult of settlement in the years that lie ahead. Dollars may not be so plentiful then. These impressive figures of mortgage debt reduction provide a pattern which should continue to prevail.

There is a challenge to every one having an interest in agriculture to encourage real estate mortgage debt reduction. The non-real estate debt owed by the farmers is about \$4,000,000,000. The net worth of the farmers is in excess of \$100,000,000,000.

### *Need for Reserves*

The challenge of agriculture is further evidenced in the need for building up financial reserves in the hands of the farmers. Such reserves will provide available funds for use in emergencies, for improvements, for greater conveniences and wider comforts in the homes, for a spirit of independence in every phase of farming operation. Restrictions are now being applied in many directions. Wise farmers have been able to provide for their needs without inconvenience and will be secure in any uncertain years ahead.

The farm land price trend presents a challenge of agriculture that merits your thought and consideration. Taking 1912-14 as normal or 100 per cent, the average prices of farm lands of the nation advanced to 170 per cent in 1920,





then dipped to less than half of that in 1933. Recovery years set in and, as of November, 1948, reached 177 per cent. Then prices dropped back to about 168 per cent. Recently a tendency to rise has been evidenced and the current figure is about 170 per cent.

Many non-farmer investors who wished to own a farm, and who thought prices might decline in their favor, waited too long. Then they bought, paid more than they originally intended, and thereby contributed to a rising price trend. Some of the recent inflation in farm land prices to the highest point in history arose out of a desire for ownership by land-owning farmers and ability to pay in cash, rather than pyramiding mortgage debt. Some of these purchases which may have contributed to apparent inflation were milestones to mark the steps of progress in the lives of ambitious and successful farmers. They were finally able to own that for which they had striven through the years and, with cash to pay, they reached out and took possession. Do you blame them?

While there is no desire to justify this upward trend in farm real estate prices, those of us who live out in the country

**THE ANNUAL DINNER** Tuesday evening was the social highlight of the convention. Four packer tables are pictured here, with two views of the speakers' table.

have observed, as those trends developed, many instances where the cash price paid for farm land evidenced the attainment of a goal, a secure possession free of debt, and an anchor of contentment, as compensation for years of struggle and self denial. You would, as we did, applaud rather than criticize this achievement.

How often it was true that some of those who had labored together through the years—living in the humble dwelling down in the valley—or as some of us would say—up in the hollow—found that it was possible to own the house up on the hill where there was a better view of the world going by, more comforts and conveniences, and, in every respect, a better way of life. Their purchase paid in hard earned dollars in cash was at a price which to many may have seemed too high, but what mattered that if they had earned the right to own. If the price was 170 per cent of normal values it was not, on the average, more

than the prices paid for much that might be classed as necessities.

It is for those who buy on credit—too much credit—we have much concern.

In a meeting of important farm mortgage leaders yesterday it was stated that there was some mortgaging of presently-owned land free of debt to buy additional land. That was the source of the trouble in 1930. Let us hope that it will not grow dangerously now. It was also reported that the increase being received by the purchase of farm real estate by non-farmers was larger than at any time in the experience of all those who were reporting. It is for those who buy on credit, too much credit, we have some concern. It is a challenge to you to make a contribution toward restraining that trend.

In numerous ways practical farmers, scientists, agricultural specialists and many others who term themselves friends of the land are devoting time and study to means of conserving the soils of the farms of the nation, and with much success. Some rather startling results have been accomplished through applying the results of these studies. It is a challenge to them. Ero-

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sion is disappearing and gullies and washes are being filled. Fields that were bare and unsightly are now green and productive. Life is coming back to much land that was worn out and abandoned and it is being made useful once more. A reserve of soil is just as important as a reserve of money. Without that rich and productive top soil there cannot be produced those crops which assure life and comforts for you and your families. If the time comes when volume of farm income will be dependent on greater volume of production, rich acres will provide the answer. Through the use of soil conservation practices and proper fertilization it is possible for the farmer to increase the productivity of his land to the equivalent of 25 to 40 per cent of added acres.

### Help the Future Farmers

The challenge of agriculture which will determine much of the ability and success of the farmers of the future is presented through 4-H Club members, Future Farmers and other youths whose projects and plans can be encouraged and carried on to success through intelligent and continuous cooperation on your part. Education plays a most important part in leading the way to successful agriculture. Against the coming of those years when farming may not be so profitable as now, education offers a fortress of strength which may show the way to continued success as opposed to possibilities of failure. The work of the extension division of the Depart-

ment of Agriculture and the teachers of vocational agriculture deserves the unqualified support of those who are thoughtful of the future.

If agriculture as a way of life is to compete with employment in industry it must offer promise of financial success, and education is a necessary instrumentality for that attainment.

The challenge of agriculture is presented to us in the form of these supports which can contribute most to the maintenance of the stability of agriculture and to its financial soundness, and we are charged with their accomplishment:

1. A diversified and well balanced farm program.
2. Payment of the land mortgage debt.
3. Setting up reserves of cash.
4. Prevention of a farm land price boom.
5. Conservation of the soil.
6. Education of the farmers of the future.

These are the goals of the four Pillars of Income.

Certain it is that all of you have a very genuine interest in a prosperous agriculture, operating from year to year and moving upward and forward on a scale of constant improvement. Some other businesses may cease operation without causing suffering to the general public. But can you imagine the tragic consequences which would follow cessation of operations by the farmers or

PICTURES OF SOME OF THE SPEAKERS AND OTHER GROUPS AT THE ANNUAL DINNER ARE ON THE FACING PAGE.

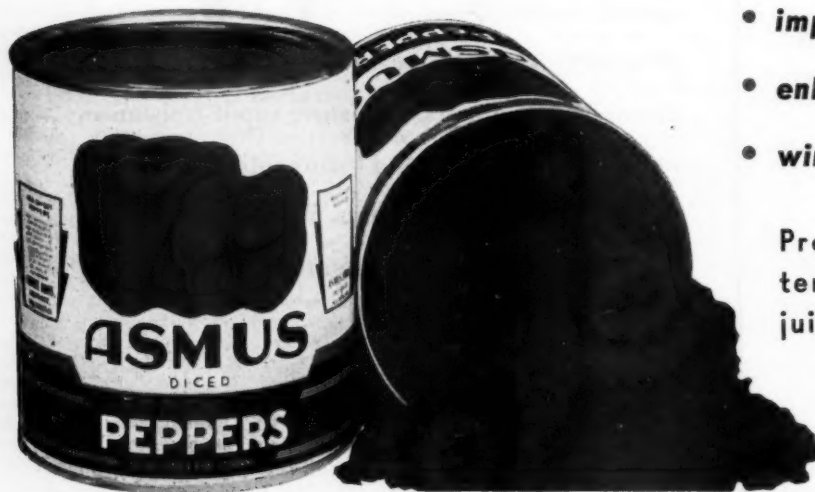
serious decline in production as a result of destroyed fertility of the land! We would all face starvation.

Farming is a business of first importance and magnitude. It requires ability to plan and execute. Successful operators must look a long way ahead. Programs must be followed which are adjusted to market changes and prospects for prices. Marketing the products of the farm is usually done in a buyers' market, under constant open attack of the consumer when the retail prices seem high and influenced by world demand, while production is at the mercy of weather, animals, birds and insects. That requires skill and courage. The success of that management and salesmanship is woven into your business life just like the warp into the woof of a piece of fabric. You cannot escape it.

It can be said with full accuracy that it requires much more skill and better ability to manage a sizable farm successfully than it does to operate many of the urban business establishments. A lot of progress has been made in farming. Farmers have become students. They are keeping books on costs and results. They are applying the findings of scientific experiments with a great deal of success. Shortage of labor during the war years, and continuing

(Continued on page 260.)

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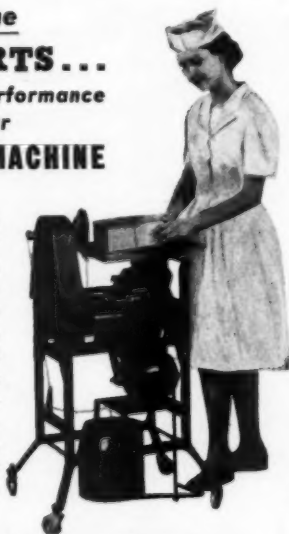
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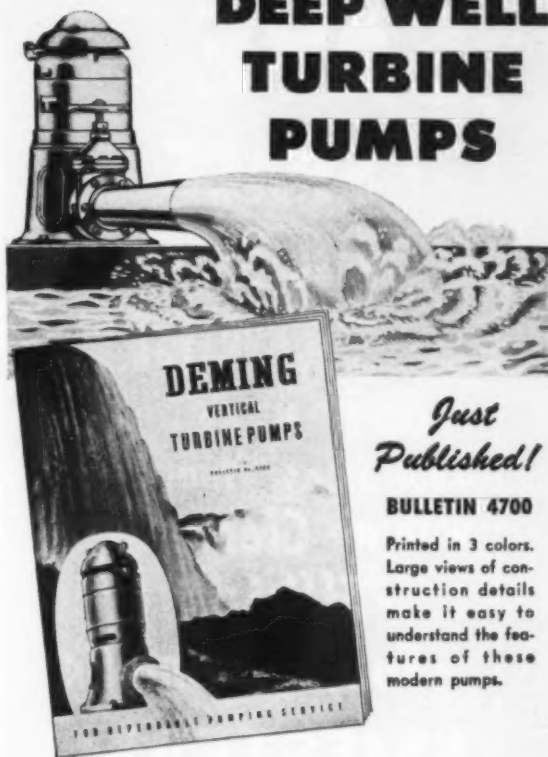
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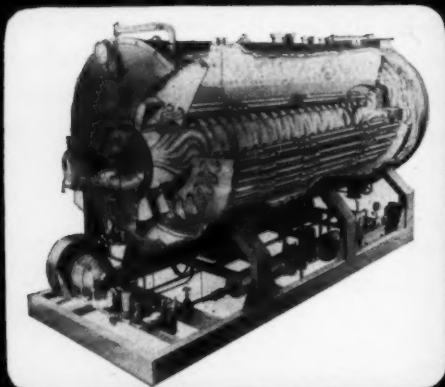
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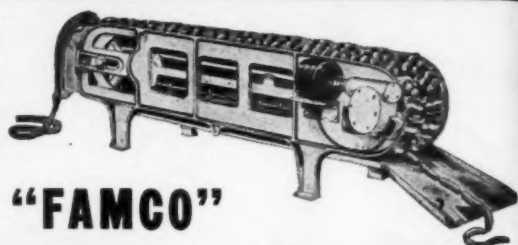
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1. F. O. Stephens, president, E. W. Penley, Auburn, Me.; Wick Stephens, American Meat Institute, San Francisco; F. O. Stephens, Jr., credit manager, E. W. Penley, Auburn, Me., and A. Ray Marr, John Kern & Son, Portland.
2. W. W. Naumer, president, DuQuoin Packing Co., DuQuoin, Ill.; Preston D. Stowell, engineer, Klarer Provision Co., Louisville; Gus Glaser, president, and Jim Glaser, his son, of Gus Glaser Meats, Inc., Fort Dodge.
3. F. E. Shimonek; Mrs. Shimonek; Mrs. Fritz, and L. J. Fritz, Wilber Wiener Co.
4. Allie Frank, plant manager, and Gene Solars, livestock procurement department, both of the Engelhorn Packing Co., Newark, N. J.; James S. Scala, president, Gold Medal Packing Corp., Utica, N. Y.; Frank Dalto, and Fred Engelhorn, president, Engelhorn Packing.
5. R. W. Sander, vice president, E. Kahn's Sons Co., Cincinnati; John E. Gronck, provision manager, and J. F. Krey, president, Krey Packing Co., and J. K. McKenerick.
6. Henry S. Hilberg, secretary-treasurer; Louis Dierker, Robert A. Fugazzi, and John Hilberg, Ill, president, John Hilberg & Sons.
7. William Brown, president; Mrs. Brown; John Latowski, sales manager, and Mrs. Latowski, Atlantic Packing Co., Detroit, Mich.
8. Elwood Johnson, J. S. Austin, Oliver Gibbs, and H. F. Peck, of John Morrell & Co.
9. William D. Paynter, American Meat Institute Foundation, Chicago; Paul Aldrich, chief chemist, Krey Packing Co., St. Louis; Glenn Cooper, chief chemist, Rath Packing Co., Waterloo, and O. H. M. Wilder, AMIF.
10. C. L. Nelson, manager, canned meat department, Libby McNeill & Libby Co., Chicago, Ill.; A. T. Spencer, vice president, Wm. Davies, Inc., Chicago; J. Seeley, vice president, Roberts & Oake, Inc., Chicago; H. R. Davis, Libby-McNeill & Libby Co., and R. H. Daigneau, vice president of Hormel.
11. Ervin A. Dettman, sausage maker; Mrs. Dettman; Clem Boehme, president, and Mrs. Boehme, Boehme Sausage Co., Milwaukee.
12. Matt Brown, vice president, Great Falls Meat Co., Great Falls, Mont.; Ernest S. Holmes, president, John R. Daily, Inc., Missoula, Mont.; Harry J. Horton, John E. Smith & Sons, Miles City, and Wick Stephens, AMI.



## Foundation Lab Dedicated at M

DIRECTLY ABOVE is Thomas E. Wilson, chairman of the board, American Meat Institute Foundation, who spoke (below) at the dedication. In upper left photo are Wesley Hardenbergh, president of the AMI, Laird Bell, chairman of the board of The University of Chicago, and E. T. Filbey, vice president emeritus of the University, strolling in front of the new laboratory building. Other photos show the dedication luncheon.

ONE of the most significant and encouraging developments of our times is the broad and increasing effort to find better methods and new or improved products through research. The American Meat Institute Foundation typifies this trend. It is a cooperative venture of a great university and one of the nation's largest industries, seeking to open up new opportunities for progress and to contribute further to America's living standards. I am confident that the dedication today of this new home of the American Meat Institute Foundation will be recognized in later years as a milestone in the growth and development of the American meat industry.

The history of research in the meat packing industry and the direct role it has played in transforming meat packing from a seasonal slaughtering business to a complex, (Continued on page 217.)





## Laboratory at Meeting

DIRECTLY ABOVE IS Robert M. Hutchins, chancellor of The University of Chicago, who spoke (below) for the University at the dedication. In upper right photo are E. T. Filbey, Laird Bell and Wesley Hardengerh listening to an explanation of research equipment by Dr. H. R. Kraybill, director of the Foundation. Other photos show packer visitors examining laboratory facilities and listening to the talks.

THE city of Chicago and the nation have been fortunate in the contributions which have been made to the enrichment of life and knowledge, the improvement of health and the expansion of industry through the development of the two great enterprises whose mutuality of interest is symbolized in these exercises today. The professors helped your industry pioneer in research with the result that in a quarter of a century the industry has been transformed and today supplies the American people with meat with a college education.

The University on its part owes much of its development to the guidance, leadership and magnificent support it has received from members of the meat packing industry. It is gratifying to me to greet you here today, and to express my appreciation for the pleasant association which the University has enjoyed

with you for more than a quarter of a century.

The efforts of many men and many business firms have made possible the program of the American Meat Institute Foundation and the laboratory that we dedicate today. But we must unite in special mention of the leadership of Thomas E. Wilson, whose foresight and financial support brought this program into being. In his distinguished career he has built a great business, and won the lasting regard of your industry. The University of Chicago is grateful for the association it has had with him, and for the opportunity to realize his vision of the place of research in the meat packing industry.

This university is devoted to basic research. It has the facilities, the organization and the staff that make basic research possible. Fundamental to the progress it has made is the belief that free and independent research is essential to the advancement of knowledge. The best judge of the direction which research should take is the man who is doing the job. If his interests and the projects in which he engages are defined and limited by preconceived ends, or if they are solely directed towards specific, practical, marketable and speedily achieved results, his research is not free and has no place in a university.

Business is usually not able to carry out basic research. The interdependence of knowledge demands the cooperative efforts of scientists in many different fields, and the costly equipment that is essential to basic research is far too elaborate for most businesses. Basic research requires an expenditure of time and a specialization of temperament that are sometimes not in harmony with the purposes of business. Great strides have been made in your industry through the research carried out in the private laboratories which you maintain. In very recent years some of the most dramatic and important developments in medicine have come from the research laboratories of the meat packing industry. Your research departments have found ways of using by-products and waste products for the good of all mankind. But this research is only possible because it has as its foundation the basic work to which this University is devoted.

Look at the location of the new laboratory. It is not only on the University of Chicago's campus; it is part of the University. It participates in the high scholarly standards and the devotion of purpose for which the scientists of this institution are known.

Throughout the years that the American Meat Institute has been affiliated with the University of Chicago you have seen the results of cooperation in research and of the availability of scientists in numerous fields whose knowledge and insights can be brought to bear on the problems in which you are interested. The erection of this building makes concrete that relationship and gives promise of faster progress.

## Laird Bell Speaks for Industry

**Y**OU are about to inspect an austere, handsome building put up by the Foundation and admirably equipped to do the highest quality of research into the scientific facts concerning meat—to make every steak perfect, as a newspaper has recently said. But a building won't function by itself. The excellence of what is done in the building is more important than the excellence of the building. It is my plea that industry recognize the importance of making the building productive.

There is no need to argue for research any more. No business considers itself respectable these days unless it has some laboratories and spends some money on research. Stockholders' reports are full of pictures of handsome young men in white coats looking at test tubes. The idea of research has, it is true, been debased somewhat. There is a tendency to feel that you put a nickel into the machine and take out a bottle of research. There is, however, enough serious research going on in industry to make it clear that managements believe that the genuine article is worth paying for. The astounding technological developments of American industry are largely attributable to research already done. And the lengths to which it may go simply pass imagination.

Much of this research has been done in industry's own laboratories, but there are definite limits to what can be accomplished there. Such research must be pointed directly at producing a

product or process that will create a profit in the near future. But nature doesn't have her secrets departmentalized in divisions that correspond neatly to businesses and the scientist who starts to run down one line of inquiry may presently find himself being drawn into a different field. If it is one that profits his employer nothing he must drop the scent no matter how hot it may be.

Business men, too, have a natural dislike for turning a man loose in their laboratories and letting him follow his own devices without direction toward a demonstrably useful end. Yet that same apparently useless and aimless kind of investigation is the origin of a great deal of highly useful discovery. Men have said to me that if they are going to pay a scientist they want him to do an assigned job and they want to be able to hold him responsible for results in that job. Executives don't like to have many theorists around. In fact, in business vocabularies the word "theoretical" is one of reproach. Yet it is clear that a vast amount of our technological advance, of so-called applied science, is based upon and uses the discoveries of the theoretical or pure scientist, of whose existence the practical man is often hardly aware.

A great many revolutionary discoveries have resulted from just the plain curiosity of some theoretical scientist poking around in the mysteries of nature. A few instances from our own scientists at the University are illustrative. Let's begin with the elements—I mean hydrogen and lead and so on. The late Professor Dempster, of the Department of Physics, spent the greater part of his life in the determination of the isotopic composition of the elements which are present in nature. I assume that you understand what an isotope is better than I do. All I know is that it is an element that has gone a little off the beam and lost a proton or two. It doesn't have the atomic weight that it ought to have. This may not have seemed very important, but it turned out to have considerable significance. A few years ago, shortly before the beginning of World War II, Professor Dempster was interested in the determination of the isotopes of uranium. In the course of this study he discovered a new isotope, U-235. This was found to be fissionable and the material served as the essential component of the first atomic bomb. The practical impact of this is only too well known. It is, however, now being used also for the development of atomic reactors for power.

In the field of chemistry, Professor M. S. Kharasch, in his early years, got interested in the chemical behavior of organic compounds of mercury containing different organic groups. One of the primary purposes of the study was to determine the relative activity of these groups in chemical reactions. It was subsequently found that some of these mercury compounds were particularly valuable as disinfectants for seeds. As a result, approximately 90 per cent of



LAIRD BELL, chairman of the board, Weyerhaeuser Timber Co. and chairman of the board, The University of Chicago.

all the seeds used in the country today are disinfected with these substances. The disinfecting process has led to a marked increase in the percentage of seeds that germinate and to better yields of the agricultural products. These studies also led to the production of merthiolate, an antiseptic which has been well known to all of us for a number of years. Twenty years after Professor Kharasch's first efforts in this useless and theoretical study, the practical benefits of his work were recognized by the award of the John Scott Award for this "application of fundamental science to the benefit of mankind."

Few businesses can afford to maintain research staffs in zoology and chemistry and medicine, and if they did they would probably find that they hadn't picked the right branches of science for the particular thing under development. A university, on the other hand, attempts to cover the whole waterfront of science, or at any rate the major part of it. You will notice when you come to go through the Meat Institute building that, impressive as it is, it is surrounded by even larger buildings. This is symptomatic. These other buildings are full of men, digging away at the kind of problems I have mentioned and prepared to supplement the efforts of the men in the Institute. The Institute workers have a call on practically the whole range of science.

Only two or three great corporations have undertaken pure research on their own. For it has become a very expensive game. It has to be played more and more with blue chips. Cyclotrons and betatrons and the like are costly paraphernalia and last year's cyclotron can easily become a mere curiosity when somebody thinks up a better gadget. It isn't a game that many individuals can sit in on any more.

Yet so long as man continues to be an animal full of curiosity, research is sure to get done. It is worth noting that government has shown itself willing to step into the breach. Private enterprise doesn't like government in business. But if government becomes the sole or chief agency of unlocking the secrets of nature that make possible better processes and products, government will be in business in earnest and private enterprise will not be consulted much. It is unwise to give the government the right to say, "You left me alone to develop this thing. I propose to exploit it, and don't you come around after I have succeeded to ask to get in on the benefits." Vast sums are evidently going to be spent by government for scientific research. It behooves industry to keep ahead of government, at least in its own field.

At about this point in the argument for industry support of research, counsel used to step in and sometimes with ill-concealed satisfaction assert that corporations have no right to give away the stockholders' money. I doubt whether this was ever the law as applied to the support of research in an industry's own general field. Certainly there are

no cases in the books in which a stockholder has successfully attacked such contributions, and the Treasury Department has been repeatedly repulsed when it tried to disallow deductions for educational purposes. Today 19 states, including Illinois, have laws specifically authorizing corporate gifts to charity. It may be significant of the trend of the times that all but two of these have been adopted in the last six years. The law follows custom, albeit somewhat sluggishly, and it certainly has become respectable for corporations to make contributions. In the ten years following the passage of that provision of the Revenue Law which allows the 5 per cent deduction for charity, corporate contributions increased from \$30,000,000 to \$265,000,000 a year. I believe it safe to say that that particular alibi for not giving in support of research is becoming increasingly thin.

Some voices are being raised, chiefly from the left, asking whether corporate support of education does not carry the danger of domination by business interests. My answer to this is to invite the inquirers to look at the institutions of America today. Despite the overwhelming growth of state supported institutions, nearly half the students of college grade are still in privately supported schools. And where did that support come from? It seems safe to say that every building and every dollar of endowment in the privately supported schools has come from business men directly or indirectly in one form or another. Yet no fair-minded person would say that these schools are dominated by business. The leadership of some schools, it must be admitted, has succumbed to the temptation to curry favor openly with what it believes to be the views of business men. But I think you will agree that there has been more complaint the other way.

### In Defense of Business

Besides it is high time that somebody should stand up somewhere and say a word for that much abused figure, the business man. I don't contend that he is always a lily-white altruist or that he always takes the far-sighted view on social matters. But he does make the wheels go around in an economy that has achieved the admiration—and the envy and hatred—of the world. He takes the risks, he struggles with labor, he fights his way through a maze of laws and taxes and regulations and he is almost the only fellow left that doesn't expect something for nothing. He doesn't wait for a governmental planning agency to lead him by the hand to better things. When he sees a sound opportunity for improving his process and products it is he that bets on it. The building you are about to see is witness to that kind of vision. We hope you will like it. Speaking from both sides of the table, from the point of view of industry and of the University, I bespeak your continued support of the activities that we hope will fill it.

## Thomas E. Wilson Speaks for the Foundation

(Continued from page 214.)

scientifically controlled food processing industry, is an inspiring story of progress. Only 35 years ago research in our industry was practically non-existent. At the annual convention of the Institute of American Meat Packers in 1922, the members adopted a plan for launching an educational and research program, and put out a call for voluntary contributions from members to raise a fund of \$50,000 a year for this special purpose. It was my privilege to be chairman of the board of the Institute at that time, and I clearly recall the courage it took to ask for these additional funds following the year 1921 when meat packers experienced severe financial losses from their operations. Nevertheless, the industry responded to the call, and the goal was reached.

The Institute Plan Commission was formed to carry out this program, and a staff was employed. During the first two years most of the effort was in the development of a program of education in cooperation with the University of Chicago, involving courses of training for men in the meat packing industry.

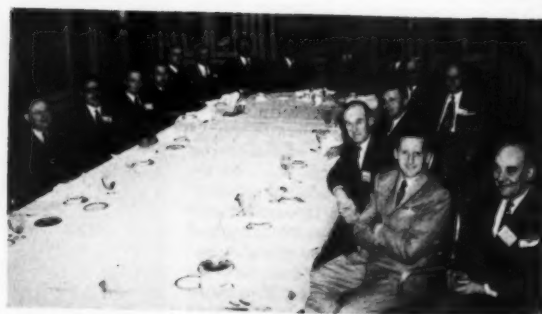
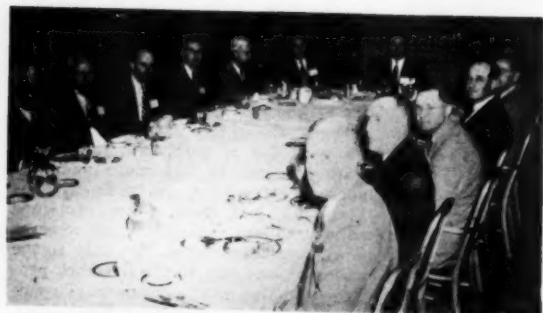
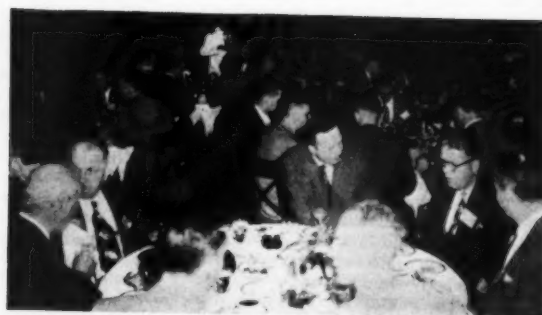
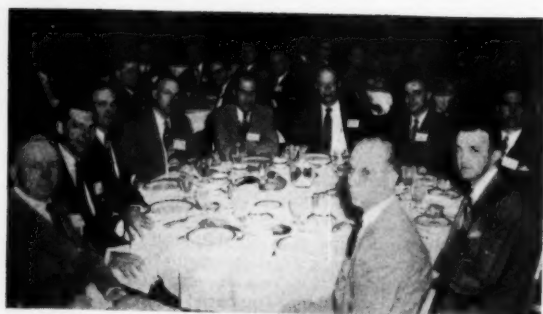
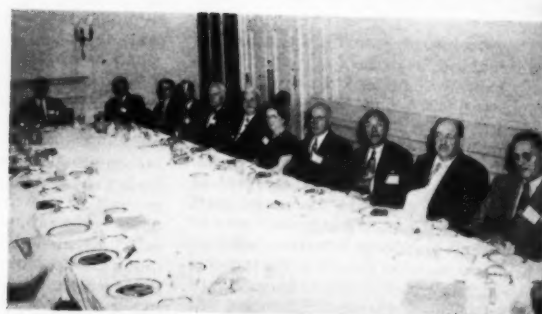
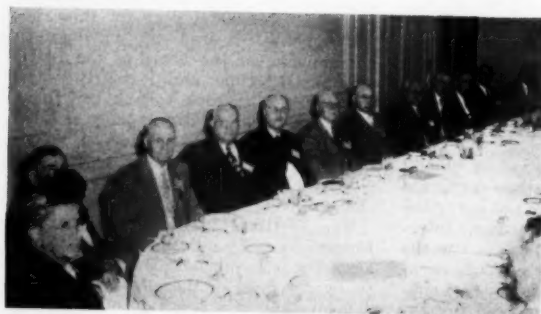
Two years later the first research laboratory for the American meat packing industry was started. It was then that we began our cooperative relationship with the University of Chicago in meat research. Early in 1925 an agreement was signed by the two institutions whereby quarters were provided by the University for housing the laboratory.

The size of the staff and facilities were quite limited in the early years, but the results obtained were very valuable. Improved methods of meat curing, methods of controlling mold and discoloration of meats and the development of methods for making better lard are only a few of the accomplishments of this small group of scientists that were almost universally put into practice by the industry.

The results of this work demonstrated the need for a vastly expanded program of research and more adequate laboratory facilities. As productive as this work had been, there remained many problems untouched that were of paramount importance, not only to the processor, but also to the livestock producer and the meat consumer. To fulfill this need, the American Meat Institute Foundation was formed in 1944.

The purpose of the Foundation was to carry on a broad and comprehensive program of research and education in the field of livestock production and utilization. More than \$500,000 was contributed voluntarily by members of the American Meat Institute for the construction of a building to house the Foundation laboratories. A number of companies of allied industries made important contributions to the fund for equipping the building. Arrangements were made whereby the Foundation financed and the University of Chicago





constructed the building which we are dedicating today.

The Foundation conducts its program of research and education in harmony with the program of the University. A joint advisory committee of the two institutions serves to coordinate the programs in such a manner as to attain the maximum benefit to the cooperating institutions and the public at large. Another important objective of the Foundation is to aid in training technical personnel in the field of livestock processing. University graduate stu-

**SPECIAL LUNCHEONS AND dinners** are always an important part of AMI annual meetings. Photos 1 and 2, board of directors luncheon. Photos 3 and 4, luncheon for 50- and 75-year veterans. 5. Sausage committee. 6. Purchasing luncheon preceding meeting. 7. Provision committee. 8. War Meat Board annual breakfast.

dents in the fields of biological and physical science may carry on their thesis studies in the laboratories of the Foundation.

The program of the Foundation is

now in full swing. About 40 well-trained scientists on the staff are engaged in research which promises to be of value to the public and industry.

It seems there is almost no limit to the horizon of scientific research in the meat industry. In the light of our past experience we are justified in considering this Foundation as the finest investment the industry could make, and one that will provide the basis for further progress in the industry and greater service to the public.

Let research be our frontier!

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# Meat Packing Industry Honors

## OLD TIMERS

**P**RESENTATION of awards to veterans who have completed 50 or 75 years in the meat packing industry was made Monday afternoon by Wesley Hardenbergh, AMI president.

**WESLEY HARDENBERGH:** There are 61 men who have completed 50 or more years in the industry, 20 of whom are present. Several of these men have been in the industry longer than 50 years; there is one who has been in the industry for 58 years, another for 60 and still another for 61, and one man will receive the 75-year emblem—a distinction that to date has been achieved by but three others.

Ours seems to be a career-industry. I suppose some of you may consider yourself old-timers. Since the Institute started making these awards some 25 years ago, there have been nearly 1,200 men and women who have received gold emblems, representing 50 years or more of participation in the industry, and more than 41,000 silver emblems have been awarded to those who have participated for 25 years or more.

I know that those of you who have served our industry so steadily and diligently and for such a long time must have had a great many satisfactions out of your part in it. After all, you and others like you are our industry. You are not just some haphazard workers in some haphazard job. You are part of a great industry, an industry that, although often abused and misunderstood and never fully appreciated, performs a truly noble public service. So I say to you men what I am sure you already know: that you can be proud of your industry, proud of your own part in it, proud of the efficient service which you render the public.

Your industry and your associates in it are proud of you and of the part you have played through the years and, as you know, have provided a little token as an emblem of recognition of your service to society. The emblem is a little thing, but it means much.

To show you how big it is symbolically and, incidentally, also to give some of our youngsters who have not yet qualified for it a chance to see what the emblem looks like, we've had a reproduction made which shows it in somewhat larger form than it really is.

(The replica of the emblem was then unveiled.)

### 75-Year Veteran

**W. T. SCHWARTZ,** Little Rock Packing Co., Little Rock, Ark.: "Uncle Bill" Schwartz, as he is known, began his packinghouse career when he was nine years old, back in 1873, with the Wolf Packing Co., Topeka, Kans. In the next 51 years he worked for several mid-western packers, but in 1924 decided to settle down with the Little Rock firm in the killing and cutting department. "Uncle Bill," who is 86 years old and retired, maintains that the packing business is a healthy occupation, and has a degree of permanence to it!

### 50-Year Veterans

**D. BARRON,** Armour and Company, Fort Worth, Tex.: Starting at the age



**D. BARRON**



**E. J. FOX**

of 14 with Armour at Chicago, he later was transferred to New York Butchers Dressed Meat Co. where he became as-

sistant superintendent. He assumed the same job at Armour's Omaha, Nebr. plant and from there went to Sioux City as plant superintendent for two years. In 1931 he was transferred to Fort Worth as plant superintendent, remaining until he retired in October, 1949.

**E. J. FOX,** Armour and Company, S. St. Paul, Minn.: At 13 he took a job with Armour in Kansas City, folding paper cartons. He progressed after two and a half years to office boy, later to foreman of sausage packing and pork cuts, then to the superintendent's office as office boy. His next jobs were checker and weigh master in the smoked meat department, bill clerk in the transportation department and later he was put in charge of the railroad billing department. In 1919 when Armour opened its S. St. Paul plant, he was transferred there in the order, billing and shipping department.

**WILLIAM FRANK McCLELLAN,** Armour and Company, Chicago: He completed 50 years in the industry in January, all of it in the Chicago plant and general office of Armour. He started as a messenger in the order department. He later worked as a junior clerk, steamfitter, tinner, safety inspector and at the time he retired, as a safety engineer.

**JOHN J. MAHONEY,** Armour and Company, Chicago: His 50 years were completed last August. All were with Armour. He was employed as a clerk in the Fort Worth plant for a few years, then transferred to Chicago. From 1923 until his retirement he was a salesman for Armour. He was born in Limerick, Ireland, 65 years ago.

**JOSEPH DeSHIELDS,** Armour and Company, E. St. Louis, Mo.: He worked a year and a half for Morris & Co. and Swift & Company before starting with Armour when it opened its E. St. Louis plant in 1903. He drove the first hog up the run and has been in the hog kill department ever since that time. He can do any butcher job on the floor, has

an excellent attendance record and can accomplish more work than fellows a third his age, it is said. He is proud of his family. One of his two sons earned



J. DeSHIELDS



ED. STRAUBE

a Master's Degree at the University of Michigan and is teaching in St. Louis. His daughter was graduated from Lincoln University, Jefferson City, Mo.

**ED. STRAUBE**, Armour and Company, E. St. Louis, Ill.: Most of his 50 years, completed last spring, have been with Armour at National Stock Yards. His last job was as a ham trimmer in the hog cutting department. He started with Swift as a blacksmith's helper. He worked for Armour prior to the opening of its plant in the paint gang, then helped butcher the first hog. He spent a little time with Great Western, S. San Francisco, and with Hunter Packing Co., St. Louis, but his service with Armour was continuous from 1926.

**MARTIN D. LEVY**, Berth. Levi & Co., Chicago: Berth. Levi & Co., New York, employed him in 1900. From 1906 until 1913 he traveled for the firm. He joined M. Zimmermann & Co., New York, to learn the sausage business, and later was with Schaffner Bros. Co. for a time. He then rejoined Berth. Levi at New York. In 1931 he was ap-



F. P. FAGAN



MARTIN LEVY

pointed a vice president of the company. In 1933 he was assigned to the Chicago plant and is in charge of all the firm's domestic business conducted from Chicago.

**KALMON BERCOWETZ**, Connecticut Packing Co., Bloomfield, Conn.: He was born in Mignst, Russia, in 1882. His parents and grandparents were butchers so he learned the trade from them. For two years he butchered in the Russian Army. He came to New York in 1904, moved to Hartford in 1906 and commenced buying cattle. In

1911 he purchased an 80-acre farm in Bloomfield, which is now in metropolitan Hartford, where he started a small slaughterhouse. The business grew and he organized the Connecticut Packing Co., of which he is president. He is active in the conduct of the business; is at the plant at 7 a.m. each day and takes frequent trips to Chicago and other marketing centers. His three sons are also in the company.

**HARRY BROWN**, Danahy Packing Co., Buffalo, N. Y.: He started to work for the Empire Beef Co., Buffalo, in 1899 as a mechanic. Later he worked for the New England Dressed Meat & Wool Co. at Buffalo and for the Ed. Smith Packing Co., Buffalo, before joining Danahy in 1917. His present position is master mechanic.

**WILLIAM CATCHPOLE**, Danahy Packing Co., Buffalo, N. Y.: He began as a salesman for Empire Beef Co. in



WM. CATCHPOLE



HARRY BROWN

1899. He left their employ in 1913 to become associated with Danahy. He opened a new sales territory for Danahy in the Jamestown, N. Y. district, has been stationed there ever since and is still active in sales work.

**BERNARD BURCK**, De Bragga and Spittler, New York: With nearly 60 years in the meat business Burck is recognized as being one of the leading authorities on meats in the New York area. For the past six years he has been buying for De Bragga and Spittler. Prior to that he was with Sayles-Zahn & Co., New York, for more than a quarter of a century. He also has spent long period of time with other prominent meat concerns.

**EMIL OPPENHEIMER**, Double "O" Sausage Co., Chicago: He got his start in the industry driving a peddler wagon for his father's sausage business while a boy. In 1900 he went to work for Cudahy Packing Co., Chicago. He later transferred to the National Packing Co. and remained until the firm sold out to Armour and Company. He then started his own sausage business, the Double "O" Sausage Co., which he sold last summer to Oscar Mayer & Co.

**ERNEST F. BLOSS**, Excel Packing Co., Wichita, Kans.: His service has been with many companies throughout the country. He began as an office boy for Swift & Company in Kansas City and later was a butcher there and at their Omaha plant. He spent three

years as a foreman at the Alton Packing Co., Alton, Ill. From 1901 to 1908 he was with Armour and Company at Chicago and E. St. Louis. For the next few years he was killing foreman and pork superintendent, Cleveland (Ohio) Provision Co. He was general superintendent, Nelson Morris & Co., Chicago, from 1912-1914; he was traveling superintendent, Jacob Dold, Wichita, until 1938. When he retired in 1938 he was general superintendent and operations adviser. Since then he has acted as general adviser to Excel Packing Co., Wichita; Turvey Bros., Blackwell, Okla.; Elburn Packing Co., Elburn, Ill., and Danahy Packing Co., Buffalo, N. Y.

**MELVIN KENNELLY**, Findlay Provision Co., Findlay, O.: He began work with Frank Smith Packing Co., Janara, O. A number of years later he joined Findlay Provision Co. After 53 years in the business he is still active but plans to retire in the near future.

**FREDERICK FLECHTNER**, Flechtner Bros. Packing Co., Postoria, O.: He started his packing career with his brother, Edward Flechtner, as Flechtner Bros. in 1900. He has spent his entire life in the industry and been active until the past month when he was seized by a heart ailment which temporarily hospitalized him.

**FRANK HALLOWS**, Hunter Packing Co., E. St. Louis, Ill.: In 1900 he began working for the St. Louis National Stock Yards Co., driving a one-horse feed wagon. He received \$9 for a six-day, 60-hour week, with no additional pay when called out on the seventh day. In 1905 he went to work for the Meyer Packing Co., E. St. Louis, delivering meat from the plant to St. Louis, Mo. When Meyer consolidated with the East



WILKIE WALTERS FRANK HALLOWS

Side Packing Co. in 1907 he was driving a three-horse wagon and continued this until 1914 when he was made stable foreman. In 1932 the East Side Packing Co. became Hunter Packing Co. Today he is yard foreman for Hunter.

**WILKIE WALTERS**, Hunter Packing Co., E. St. Louis, Ill.: His first assignment, for Swift & Company, National Stock Yards, Ill., was as a leg breaker for 17½¢ per hour. Later he was transferred to the pork cutting department to trim hams. In 1904 he went to work for Armour and Company





in the offal department, was later transferred to the sausage department. He is presently employed in the pork cutting department as a butt trimmer.

**GEORGE S. JACOBS**, Jacobs Packing Co., Nashville, Tenn.: He and two brothers took over the meat business which his father had started in 1870 in Nashville. In 1930 George and Will Jacobs were ready to expand so with two other partners bought the old Nashville Abattoir and organized Jacobs Packing Co. with George as president. Since that date many improvements have been made.



GEORGE JACOBS

**ROBERT J. COLINA**, Kennett, Colina & Co., Cincinnati, O.: He began with the commission firm of W. R. Crawford & Co., Cincinnati. Since then he has been associated with Watkins & Landers, National Stock Yards, E. St. Louis; opened an office for them in Kansas City in 1909; returned to Cincinnati and established his own firm in 1913, and in 1918 joined with W. L. Kennett of Louisville and F. L. Murray of Nashville in the Kennett-Murray organization. He is now executive managing partner of Kennett, Murray & Company.

**JOSEPH BRODERICK**, Kingan & Co., Indianapolis: He was born in Gal-



J. BRODERICK



FRANK QUINN

way County, Ireland, the eleventh of 12 children. The five older brothers came to America to seek their fortunes in the

early 1890's and all found jobs at Kingan & Co. Joseph, his parents, four remaining brothers and the sister followed them over in 1899. A year later, at the age of 14, Joseph also had a Kingan job. Soon all 11 brothers were working at Kingan and they stacked up a working record of more than 500 years. Joseph started in the wrapping room. He also worked in the jobbing house and organized one of the first night gangs. Today, still enjoying good health, he is gang leader in fresh pork packing and does clerical work in the packing office.

**EDWARD HINES**, Kingan & Co., Storm Lake, Ia.:



EDWARD HINES

He was first employed for a time with a retail butcher. In 1903 he started with the Seig Meat Market, Storm Lake, Ia. In 1908 he joined Cudahy as a butcher and remained in that capacity and as a salesman until 1930. He then affiliated with the Council Oak stores as a meat cutter and later a meat department manager. In 1935 he stuck the first hog to go through the new Kingan plant in Storm Lake, Ia., then the Storm Lake Packing Co., and has remained in the employ of Kingan through the years.

**FRANK W. QUINN**, Kingan & Co., Indianapolis, Ind.: Frank Quinn, manager of the casing department at Kingan & Co., is proud of the fact that since this company was founded in Belfast, Ireland, in 1845, there has always been a member of the Quinn family prominently connected with the business. In fact, the Quinns even antedate the use of the name "Kingan." The present Frank Quinn's grandfather began his packinghouse experience in 1835 when the J. and T. Sinclair Co. was founded in Belfast. When Kingan was established, and the two companies combined, Quinn became a Kingan employee. In 1854 he came to the United States to work at the new Kingan unit in Brooklyn. He moved to Cincinnati

PICTURED HERE ARE TWO GROUPS of the large number of men who were honored at the convention for completing 50 years.

with the company and finally to Indianapolis. His son, Matthew, joined Kingan in 1872, and the present Frank Quinn carried on the family tradition in 1900.

**CLINTON C. FRICKMAN**, H. H. Meyer Packing Co., Cincinnati, O.: He was employed by H. H. Meyer and two other Cincinnati packers in 1900 to sew



C. C. FRICKMAN



WILLIAM SONTAG

hems in bags. In 1922 he was hired in the shipping department of the H. H. Meyer Packing Co., and has been continuously employed by this company since that time.

**GEORGE SCHLERETH**, H. H. Meyer Packing Co., Cincinnati, O.: His first work with H. H. Meyer was in the sausage department. He was promoted to foreman of that department in 1910,



GEO. SCHLERETH



JULIUS MAURER

later was given supervision of the entire plant. In 1932 he was made vice president and director.

**WILLIAM N. SONTAG**, H. H. Meyer Packing Co., Cincinnati, O.: Starting



LEFT: Four Wilson & Co. veterans are congratulated by the company's officers after being awarded 50-year emblems at the AMI meeting. Left to right are Edward Foss Wilson, president; Thomas E. Wilson, chairman of the board; Frank Fagan, William B. Kennedy, Charles L. Cameron, Edward Bubblitz and John Malone, all of the Chicago plant. RIGHT: Some of the other 50-year men who took part in the inspiring presentation ceremony on Monday. At right of speaker is "Uncle Bill" Schwartz, 75-year veteran.



in 1900 with H. H. Meyer, he transferred in 1905 to Ideal Packing Co., Cincinnati, then to Cincinnati Abattoir, E. Kahn's Sons Co. and the Eaton Packing Co. In 1928 he returned to H. H. Meyer where he is employed in the shipping department.

**JULIUS MAURER**, St. Paul Sausage Co., St. Paul, Minn.: Born in Berni-kirchen, Austria, he was apprenticed at 14 as a sausage maker and butcher. In 1923 he came to the United States and worked for Armour and Company. He later joined the St. Paul Sausage Co., and still later the Purity Sausage Co., Mankato, Minn. In 1929 he returned to the St. Paul Sausage Co. as a partner. He is still active in the business.

**CHARLES A. KREBS**, Smith Packing Co., Nashville, Tenn.: He worked successively with Nashville Abattoir H & M Association; Power Packing Plant;



CHAS. A. KREBS



MARTIN BENSON

Neuhoff Packing Co.; Columbia Packing Co., Columbia, Tenn.; Lee Wilson Co., Wilson, Ark., and Munn & Co., Nashville, Tenn. At present he is gen-

eral manager of the company's killing plant.

**CHARLES MILKE**, Stahl-Meyer, Inc., Peoria, Ill.: He began working when 14 with the Continental Packing Co., Bloomington, Ill. Four years later he transferred to Gobel Packing Co., Peoria. Following that he has 40 years service divided between Wilson & Co. and Armour and Company, with one year at Peoria Packing Co. At present he is a ham boner in the canned ham department, Stahl-Meyer, Peoria.

**MARTIN E. BENSON**, Swift & Company, Chicago: He began as an office boy and messenger for Cudahy Packing Co., Kansas City. Four years later he started for Swift & Company as a laborer and hauler in the offal cooler. In 1911 he transferred to the refinery and has been concerned with that department ever since. In 1926 he left



W. J. CALLAHAN

Swift to take a position with the Hansen Refining Co., Butte, Mont., returning to Swift a year and a half later. His present position is filling foreman.

**W. J. CALLAHAN**, Swift & Company, Chicago: After a few years as office boy and in other capacities, he assumed his present position in 1939 as manager of the motor division in the general transportation department at Chicago. As manager of this division he has general supervision over the company's transportation by common motor carrier.

**FRANK M. LOWDEN, JR.**, Walla Walla (Wash.) Meat & Cold Storage Co.: Born into the livestock industry at a time when all boys in the West learned to ride cow ponies as soon as they learned to walk, he has never been away from the livestock and meat business. He is at present executive head of the Walla Walla Meat & Cold Storage Co.

**FREDERICK MARTIN GONSER**, Weimer Packing Co., Wheeling, W. Va.: He began work in the Schenk Meat

Packing Plant, Wheeling, continuing there while it was owned by Allied Packers and the Hygrade Food Products Corp. until 1940, when the latter firm closed the branch. Gonser then joined Weimer Packing Co.

**LOUIS SCHNEID**, Weimer Packing Co., Wheeling, W. Va.: He was born in Bavaria, Germany, the fourth oldest of 20 children. His youth was spent on a farm, and in 1896 he came to this country. He went to work for Weimer Meats, Wheeling, later that same year. After a fire there in 1911 he began work for George Weimer & Sons Market in Wheeling. When this firm sold out to Kalbitzer Meats he worked for the latter awhile and when it quit business was again employed by Weimer Bros.

**JOHN VOGEL**, Williams Meat Co., Kansas City, Kans.: Born in Munich, Germany, of parents who were in the



JOHN VOGEL



THEO. ALVAREZ

meat business, he served his apprenticeship before enlisting in the German Navy in 1904 as a butcher. At Baltimore, Md., in 1906 one of his shipmates and he deserted. They entered the meat business at the Schluderberg firm in Baltimore. Then Vogel took a job as butcher on an American-English ship line. In 1910 he started work for the Omaha Packing Co., Chicago, later working for the Arnold Meat Co. and Oscar Mayer & Co. He started a custom slaughtering and curing business but in 1930 he went to Albuquerque where he worked for Schwartzman Packing Co. as sausage foreman until 1938. He also worked in St. Louis for

(Continued on page 264.)

## Eggert's Survey at Sausage Meeting

(Continued from page 201.)

by blow" record of the outside forces that balance the scale of demands of consumers on one hand, and the avail-

Sausage production is running near the level reached during last year. The level is sharply higher than the

COWS AND CANNERS & CUTTERS F. I. SLAUGHTER  
REFLECTS WIDE SEASONAL VARIATIONS

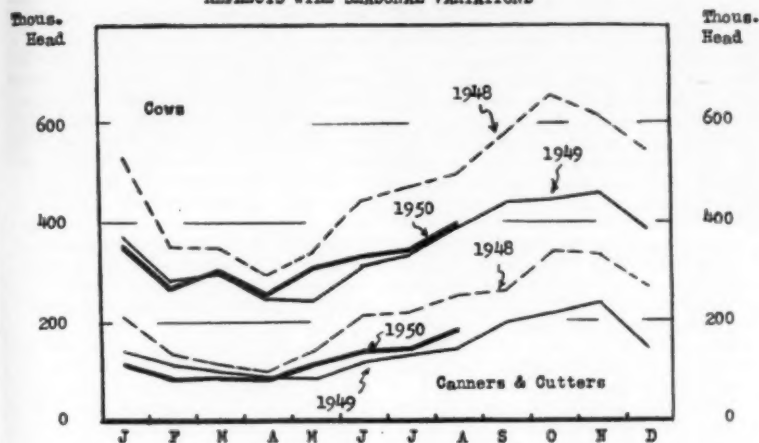
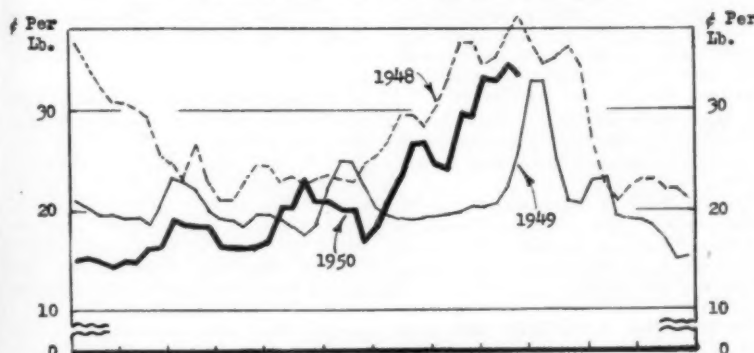


CHART 2: MANUFACTURING MEAT SUPPLY VARIATIONS

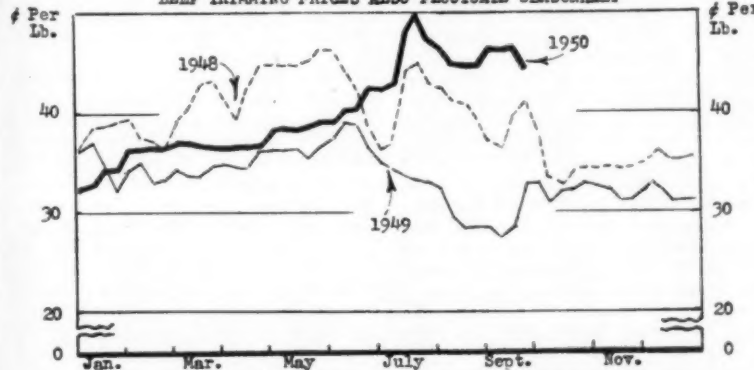
able supply of raw materials for sausage on the other hand, and thus prevent either a shortage or a surplus.

prewar production. Commercial sausage production is expected to exceed 2,300,000,000 lbs. in 1950, will be up

PORK TRIMMING PRICES SHOW WIDE SEASONAL FLUCTUATION



BEEF TRIMMING PRICES ALSO FLUCTUATE SEASONALLY



CHARTS 3 AND 4: PRICE MOVEMENTS IN SAUSAGE MATERIALS

about 2 per cent over levels of a year ago and will be over one-third larger than sausage production in 1939. A continued expansion in sausage output seems likely in 1951.

Consumers' expenditures for meat are a fairly constant proportion of disposable income. The retail value of meat, for every \$10 of disposable income, was reported to range between 50 and 60c during over half of the last 36 years, in a recent study published by the USDA. Many of the years outside of this range can be explained by abnormal circumstances, such as the failure to include black market prices in the estimates during World War II. The retail value of meat for every \$10 of disposable income in the third quarter of 1950 is estimated at about 57c compared with 56c for this period a year ago.

Consumer demand for meat is expected to increase with expanding consumer incomes. Higher hourly wage rates, more overtime in defense work, more jobs and a gradual decline in supplies of consumer durable goods are all expected to contribute to a somewhat higher demand for meat in the months ahead, but not enough to offset the effect on prices of the substantial seasonal increase in meat supplies.

From the longer range viewpoint, increased meat production seems probable in the decade of the '50s. Barring severe drought, feed supplies are expected to be large enough to permit a substantial expansion in our livestock population. USDA authorities indicate that our cattle numbers can be built up from our current 80,000,000 level to at least 90,000,000 to 95,000,000 head, and they point out that stabilized numbers at this level would permit about a 25 per cent increase in our beef supply. A probable further expansion in our feed grain output, and a continued increase in hog production efficiency, also give us the basis for expecting more hogs. Reversal of the downward trend in sheep numbers also seems likely.

Population in this country has expanded by nearly 20,000,000 persons since 1940, bringing our current total up to 151,500,000 people. A further increase in the next 10 to 15 years, of at least 20,000,000 people, now seems probable. With 20,000,000 more people, an annual production of 3,000,000,000 lbs. more meat than is being produced at present, will be required just to keep our per capita consumption constant (150 lbs.).

**CHAIRMAN MUELLER:** Raymond C. Briggs, president of Briggs & Co., Washington, D. C., who is an active member of the Institute's Sausage Committee, and is the chairman of the Subcommittee on Packaging, has for our consideration some recent sausage survey results indicating consumer preferences relative to certain package sizes. Mr. Briggs has been in the meat business for the past 33 years, and is well known for his sincere, plain spoken approach to industry matters. Ray, will you please take over now.



# Sizing Up the Package

BRIGGS

**M**Y subject is prepackaging of meat products in unit sizes. The fine session on prepackaging which we attended yesterday and the interest shown in it certainly are indications that many of us have been giving a lot of thought to this subject.

When we met at the time of the Institute's Annual Meeting one year ago, there was a great deal of interest in the prepackaging of meats. This applied particularly to sausage and meat specialties. The trend toward an increased amount of prepackaging of these items was evident at that time. Since then, further increases have taken place. I think we all realize there is a rapidly growing demand for prepackaged products.

The industry has been slow to get into this end of the business. We have been satisfied so far to let the retailer do this job for us, but in doing so, we are losing the identity of our products that we have worked years to establish. I am wondering if we are smart in this matter. We are entering a new era in the meat business and I think we should recognize this and accept the challenge it offers.

Now, let us consider for a few minutes, some of the problems which confront us pertaining to prepackaging. At the meeting a year ago we discussed several of these problems. Most important, were discoloration and keeping qualities. During the past year some work has been done along these lines. Now we face the important problem of package sizes.

A great deal of interest in this subject was evidenced at the meeting of the Institute's sausage committee last March. Consequently, a sub-committee on packaging was appointed to give consideration to this problem. Gottfried Mayer of Oscar Mayer & Co., C. A. Thommen of Swift & Company and I were asked to serve as a sub-committee and I was to act as chairman. As an aid to this sub-committee, an informal investigation was undertaken by the Institute to develop the facts as to which package sizes actually were in use. Calls were made on approximately 30 packer members of the Institute, more than 100 retailers, and representatives of a number of retail chains. Eleven cities scattered throughout the East, South and Middle West, were included in the investigation. The information gathered in these surveys was considered by the sub-committee early in July and a summary report was rendered to the Institute's sausage committee at that time.

Now, let me introduce to you at this time, Bob Lavidge, of the Institute's department of marketing, who conducted the investigation. He will bring to you a report on the facts which

were presented to the sub-committee.

**ROBERT LAVIDGE:** A good number of you, I am sure, can't help but have many reservations in your minds about the impact of prepackaging on your industry and your own businesses. There are, of course, many advantages offered by this relatively new development. As you well know, however, it presents many difficult problems. Some of these problems are beginning to be solved. The answers to many are yet to be found.

As Mr. Briggs has indicated, the Institute was asked by the sub-committee on packaging to conduct a little investigation in an attempt to shed some light on one of these problems—the problem of the package sizes which are most practical and desirable for the prepackaging of sausage items and meat specialties.

Let's take a look at some of the facts. The various sausage and meat specialty items must be considered individually.

First, there are significant differences among the various sausage and meat specialty items with regard to the package size question. As a result,

it is necessary that the items be considered individually.

**Skinless Frankfurters:** At the present time, a substantial number of packers are offering prepackaged skinless frankfurters to the trade. Among 34 brands which were checked, 31 are being prepackaged in 1-lb. units. A number of packers, including many of those with 1-lb. packages, also are putting up the product in 8-oz. units, and there are a few packages of other sizes.

There is some call for a specific number of frankfurts or wieners rather than any certain weight. This however, seems to be evidenced primarily in connection with purchases in very small quantities, for example, one, two or three frankfurters.

In each of the 11 cities included in the investigation, the 1-lb. packages appear to be the most popular unit of purchase. There also is evidence, however, of a significant demand for a ½-lb. package, at least in certain localities.

In each of several cases where retailers are handling both the 1-lb. and the ½-lb. packages, the 16-oz. units have been accounting for the larger part of the total volume.

Many dealers are, or would be, satisfied with a 1-lb. package alone. However, a significant number of retailers feel that a ½-lb. unit is needed. In fact, representatives of several chain outlets expressed the feeling that they

## Chicagoans and Out-of-Town Conventioneers

1. Arthur S. Davis, vice president, Dorset Foods, Ltd., Long Island City; Louis Rosmarin, sales, The Preservative Manufacturing Co., New York, and Lester Levy, secretary-treasurer, Plymouth Rock Provision Co.
2. M. C. Dakin, sales, H. J. Mayer & Sons Co., Chicago; Mrs. Heeb and Anton Heeb, sausage superintendent, Durr Sausage Factory, Miami, Fla.
3. C. W. Becker, vice president, and P. W. Seyl, treasurer, Wilson & Co., Chicago.
4. D. A. Scott, vice president and treasurer, Brown & Scott Packing Co., Wilmington, Del., and Mrs. Scott.
5. Frank N. Davis, THE NATIONAL PROVISIONER; Mrs. F. N. Davis; Mrs. J. J. Dupps and John A. Dupps, president, John J. Dupps Co., Germantown, Ohio.
6. Carl Klein, manager pork department, and L. Walter Atchison, purchasing agent, both of H. C. Bohack Co., Brooklyn.
7. Paul F. Lyons and A. Metz, purchasing agent, both of Miller & Hart, Inc., Chicago, and Hans Riedel, sausage superintendent, Richter's Food Products, Inc., Chicago.
8. M. J. Borelli, manager, M. J. Borelli & Co., San Francisco, and Carl Zinkand, owner, Carl Zinkand Co., broker of Los Angeles.
9. H. A. McConnell, superintendent, and Erwin Lanzet, foreman of hog kill and cut department, Sieloff Packing Co., St. Louis.
10. Walter Seiler, president, Karl Seiler & Sons, Inc., Philadelphia; Harry Batt, president, Philadelphia Boneless Beef Co., Philadelphia; Jesse Dietz, American Stores Co., Philadelphia, and J. Goldberg, Food Fair Stores, Inc., Philadelphia.

11. Lacy Lee, Lacy Lee, Chicago provision broker; T. M. Sullivan, refinery department, Armour and Company, Chicago, and Claxton Lee of Lacy Lee.
12. Edward Kohn, president, Edward Kohn Co., Chicago, and C. C. Neuer, vice president, Maurer-Neuer Corp., Kansas City, Mo.
13. R. A. Rath, president, Rath Packing Co., Waterloo, and George H. Elliott, Geo. H. Elliott & Co., Chicago hide broker.
14. Russ Roberts, vice president, Zanerville, Ohio, and Joe Robinson, superintendent, Columbus, Ohio, both of David Davies, Inc.
15. Mrs. Young and Russell Young, president, Young's Packing Co., Decatur, Ill.
16. T. F. Rand, sales supervisor, and S. Jordan, plant superintendent, William Davies Co., Inc., Danville, Ill.
17. Roy Fisher, superintendent, and Ned Dunnett, vice president, both of Miller & Hart, Inc., Chicago.
18. M. C. Shea, plant manager, Agar Packing & Provision Corp., Chicago.
19. F. G. Heussermann, president, and Carl J. Zeitler, treasurer, both of Sieloff Packing Co., St. Louis.
20. H. W. Jameson, president, David Davies, Inc., Columbus, Ohio, and K. Symons, president, Agar Packing & Prov. Corp., Chicago.
21. Luis Camacho, Luis Camacho, Inc., importer of packinghouse products, San Juan, Puerto Rico, and Joe Cardona, Cardona-Stevens Co., Chicago.
22. Eugene Meyer, jr., vice president, and Eugene Meyer, sr., president, both of Illinois Packing Co., Chicago, with Arian Lampert, president, Lampert Beef Co., Boston, Mass.

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definitely will make this size available to their consumers by one means or another. It appears that packages of these two sizes would satisfy the vast majority of the demand.

Very little evidence has been uncovered regarding the desirability of 12-oz. units. However, one retailer who formerly packaged 8-, 12- and 16-oz. units has discontinued the 12-oz. size because of the lack of consumer acceptance. He has also reported that after he took this action, his volume of sales on the two remaining sizes equalled the former total for the three sizes combined.

In view of these facts, the sub-committee believes that the 1-lb. and the ½-lb. packages are units which are both desirable and practical from the points of view of consumers and retailers.

**Bulk Fresh Pork Sausage:** There appears to be almost unanimous agreement that a 1-lb. unit is most desirable for the prepackaging of fresh pork sausage in bulk form. Every single one of 25 brands which were checked are being prepackaged in this size. Moreover, both packers and retailers have expressed their satisfaction with this package. Finally, there appears to be very little consumer demand for any other size.

**Link Pork Sausage:** As with frankfurters, it was reported that 1-lb. and ½-lb. are the most popular sizes for prepackaged small links of pork sausage. However, in this case there appears to be greater interest in and demand for the 8-oz. units.

The evidence which is available points to a considerable consumer demand for 1-lb. packages and a significant demand for ½-lb. units, especially in certain localities. Moreover, most packers and retailers feel that one or both of those two sizes satisfy their needs.

**Smoked Pork Links:** A 1-lb. package appears to be the most popular size for smoked pork links as well as for fresh pork sausage merchandised in bulk form.

**Sliced Cold Cuts:** There is evidence of a demand for relatively small quantities of individual sliced cold cut items. Moreover, it appears that in certain localities these items are purchased by some consumers on the basis of number of slices rather than according to weight. Many dealers report that their customers frequently buy a few slices of each of several items at one time.

Some dealers, in particular those in lower income neighborhoods, also indicated that they sell a significant volume of sliced luncheon meats according to the dollar value rather than either by weight or by number of slices. For example, consumers sometimes ask for "15c worth."

Under any circumstances, the importance of considering the price of various cold cut items when determining the sizes in which to package the items has been emphasized. Some retailers and packers are prepackaging the more expensive items in smaller

## Some of the Larger Supplier Delegations

1. Pictured are the following members of the Wm. J. Stange Co., Chicago, staff. Seated: J. B. McKeane; I. Zeiler; A. Fonyo, vice president; Dave Nay; C. A. "Tubby" Wood, sales manager, and Bill Durling, president. Standing: Joe Leininger; S. L. Hutchison, sales coordinator; Bill Kimball; Tom Flynn; Ted Lind; Ken Koepke, advertising manager; T. N. Lind, jr.; Phil Jones; George L. Foster; George Liddell; Al Mills; Seb Davin, and Bruce Durling.

2. Wilson & Co. natural casing division. Seated: Roger Franz, Chicago; John Munro, assistant manager; Al Wilson, manager; Darrell Riddle, Chicago, and Edwin Mahoney, Chicago. First row, standing: Ralph Lubien, Albert Lea; Ellis Bryant, Kansas City; F. G. Wallace, Oklahoma City; L. M. Batkiewicz, Syracuse; N. C. Sapsford, New York City; J. D. DeVoe, Boston; Charles May and Donald B. Christman, both of Philadelphia; W. P. Tolan, Omaha, and M. J. DeBella and H. E. Johnsrud, both of Chicago. Second row: L. C. Sauter, Minneapolis; E. M. Kearney, Cedar Rapids; J. J. Robinson, Los Angeles; J. E. O'Donnell, Chicago; F. J. Bauer, Iowa, and R. C. Schoen, Ohio.

3. The Visking Corp. delegation. Seated: Don Roberts, T. H. Tompkins, W. R. Hemrich, C. A. Beckman, W. H. Ade, jr. Standing: B. H. Schenk, G. U. Reid and J. L. Lane, all of Visking Ltd., Lindsay, Ont.; Ken Nissen, R. M. Marshall, Ray J. Wells, Jim Caldwell, J. V. Milio, Charles B. Wheeler, Chuck Whitford, Glenn M. Granath, Marvin Toepper, Alec Chesser, Fred Adams, L. E. Houck, W. T. Christenson, A. H. Cameron of Visking Ltd., Lindsay, Ont., Canada, and K. M. Reynolds.

4. Representatives of Custom Food Products, Inc., Chicago, Ill. Seated: W. E. Kicker; Mrs. M. J. Phee; Mrs. James Brown; Mrs. James Keckisen, and J. P. Swift. Standing: M. J. Phee; F. J. Potts; J. L. Altenau; J. W. Keckisen; P. G. Phillips; Irwin O. Helfer; E. B. Copeland; J. A. Akins; Roy L. Storck; J. E. Brown; John G. Bennett, jr., and James W. Jones.

5. Representatives of The Globe Co., Chicago. Seated: W. D. Moorhead; Leo J. McQueen, sales manager; R. L. Gambill, ex-

ecutive vice president; F. J. Bilek, vice president and chief engineer; C. Bonfield, vice president in charge of production, and H. R. DeCressey. Second row: Jake Lissner; W. J. Worcester; R. Harris; John Hill, advertising manager; Ron Triggs; H. Kollmorgen; and Peter S. deGray. Third row: Edward Johnson, Kenneth Bard and Leo R. McQueen.

6. The Griffith Laboratories, Inc., Chicago. Seated: John C. Hartloper, Harry L. Gleason, vice president; Maurice Rector, Carroll L. Griffith, president; F. W. Griffith, vice president-secretary; M. C. Phillips, vice president, and John C. Weinrich. First row, standing: Louis E. McGrath, P. D. Bartholomew, Arthur Dunham, Bob Stutz, James Fitzpatrick, Louis Weiner, Si L. Thompson, H. Leonard Holmquist, Hobart J. Turner, Howard A. Levy, R. Nihil Crider and Ed Bovey. Standing, second row: John E. McDougall, Walter A. Valley, A. P. Lovell, Wyvil A. Gee, William C. Young, Lewis W. Levy, Leslie W. Hobbs and George A. Lovell.

7. Transparent Package Co., Chicago. Seated: Harold F. Kenna, assistant sales manager; Reece R. Stigler, vice president and sales manager; C. B. Smith, vice president; Seymour Oppenheimer, president; Larry B. Tauber, vice president and sales manager of eastern division; Omar Snyder, vice president, and Dr. W. Tebbens, technical director. Standing: Marty Lynn, J. A. Hyland, Frank Warek, Ray Meserve, jr., C. L. Krueger, assistant to president; B. W. Fraser, E. T. Webster, Canadian manager; Larry Peterson, Frank Heilbronner, export manager; Raymond J. O'Brien, D. Bostrom, Dick Weinman, Larry Powers, Chet Wolf, Bill Collar and Gary Rabiner.

8. The Allbright-Nell Co., Chicago. Kneeling: Bert Harrington, jr., R. W. Illsley, E. E. Bright, Louis L. Crawford, J. H. Shaffer, and T. C. Christensen. Second row: Tom Waller, F. C. Gribbon, John G. Allbright, secretary-treasurer; Dr. A. O. Lundell, sales manager; N. J. Allbright, vice president; I. Nowak, and H. K. Lindstrom. Third row: H. O. Hague, K. D. Kubaugh, L. E. Lambert, J. R. Wainwright, H. A. Scherer, advertising manager, F. E. Oldenburg, H. L. Olson, and H. A. Wright.

quantities than less expensive items.

No evidence was found of a significant demand for consumer packages larger than approximately ½-lb. Moreover, there appear to be very few cases in which prepackaged units smaller than 4 oz. are being made available. However, within this range, approximately ¼- to ½-lb., a number of different practices are being followed:

At the present time, the prepackaging of sliced cold cuts is, in many cases, being handled by individual retail outlets. Many packers consider this the most practical approach to the problem. As you know, however, prepackaging is being done by the packers in a number of instances.

Many retailers, who are doing their own packaging, are offering random weight units. In some cases, they feel that variation in the needs of individual consumers makes this necessary in

order to obtain maximum sales. However, a number of retailers have stressed the fact that they are prepackaging at random weights merely because it is the simplest and least expensive way for them to handle the problem with their current prepackaging methods.

In addition, some of them have expressed the opinion that less variation in the package weights would simplify their handling and inventory problems and might also help minimize the problem of disarrayed display cases caused by customers searching for particular package sizes.

A number of packers now are prepackaging various sliced cold cut products in uniform sizes, especially 8 oz. Standardized 7-oz. and 6-oz. packages also are being used. In other cases, the products are being packaged at random weights varying, generally



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from approximately 4 to 8 or 9 ozs. In a few cases, consideration also is being given to the use of a combination of 4-, 6- and 8-oz. units. This was mentioned by two retail chains as well as by a packer. One of the two chains, incidentally, reported that larger sizes also were tried but failed to gain consumer acceptance.

After considering these facts, the sub-committee reported that, apparently, it is still too early to know which specific sizes will be most desirable. However, it was noted that even-oz. packages—for example, 4, 6 and 8 ozs.—provide a means of holding the number of different package sizes to a minimum and of avoiding sizes which are most likely to be confusing to consumers while, at the same time, offering the variety which many retailers feel they really require for effective merchandising of sausage products at the present time.

#### Liver Sausage Midgets

A considerable number of packers now are offering to the trade midget packages of liver sausage. A 10-oz. unit has been quite popular. Recently, however, it has been replaced in some cases by an 8-oz. size. Other packages contain 4 ozs. and 14 ozs. In addition, a number of packers are producing units of approximate, rather than exact, weights.

In many instances these midget liver sausage packages appear to be meeting with considerable acceptance. Evidence which is available at this time, however, does not provide any clear indication of the relative merits of the various sizes. Moreover, several packers have stated that they simply are not able, with the facilities currently available to them, to produce exact net weight packages.

Consequently, the sub-committee feels that, as with sliced cold cuts, it is too early to know which specific sizes of this item will be most desirable. However, it was also noted that even-oz. sizes—for example, 8, 10, 12, 14 and 16 ozs.—will help minimize the confusion among consumers in connection with this item as well as in connection with cold cuts.

#### Other Midget Sausages

A number of packers are producing bologna, salami, New England sausage and other similar items in midget or chub form. In most cases these are being produced in approximate weights varying from about 8 to about 16 ozs. Because of the production and shrinkage problems involved, it appears that exact net weight units of these items simply are not practical at the present time.

#### Dried Beef

Many packers are prepackaging dried or chipped beef in relatively small quantities. Four-oz. packages are most common and appear to be generally satisfactory from the point of view of the retailers who handle them and the consumers who buy.

#### Summary

In summary, sizes which appear to be both desirable and practical from

## CONVENTION DAYS ARE HAPPY DAYS

1. Members of the Milprint, Inc., staff. Seated: Hugo Heller, James Hopkins, assistant sales director, Milwaukee; Earl Hardman, and Lester R. Zimmerman, vice president. Standing: Milprint guest, S. E. Hughes of Canton, O., with Milprint representatives Daryl Houdeshell, manager meat packing division, H. C. Homer, Jack Hardman, and Jim Sensenbrenner.

2. From the Armour and Company Laboratories, Chicago: G. F. Smitskamp, raw material coordinator; Kristian Schultz, engineer; W. H. Mathee, marketing director; V. Conquest, general manager, research division; Dr. John H. Glynn, technical director; Harry L. Davis, sales manager; John W. Hall, raw material coordinator, and J. C. Derby, variety meat sales, Armour and Company.

3. Front row: Mrs. G. W. Boylan; Joe Durant, district sales engineer, and A. J. Olson, district sales manager. Second row: H. M. Bowman, assistant sales manager, all of Link-Belt Co., Chicago; G. W. Boylan, purchasing department, Swift & Company, Chicago; T. W. Matchett, Chicago district manager, Link-Belt Co., and Earl Butts, Vacuum Filter Manufacturing Co., Chicago.

4. Seated: Thelma J. Irey, office manager, and Charles L. Abrams, sales manager, both of Phil Hantover, Inc., Kansas City, Mo., and Mrs. L. J. Fritz, Wilber Wiener Co., Wilber, Neb. Standing: Art Sigman, general manager, and Al Miltenberger, plant superintendent, both of Sigman Meat Co., Denver; L. J. Fritz, Wilber Wiener Co.; John Vogel, superintendent, Williams Meat Co., Kansas City, Mo., and Leonard J. Hantover, vice president, Phil Hantover, Inc.

5. Buildice Co., Inc., Chicago, was well represented. Seated: R. A. Espe, John Heinzelman, II, John A. Heinzelman, sr., president, and Robert Redlich. Standing: Ralph Gotlund, J. J. Lewen, Myron Schaeffer, general manager, Mexico division; George Fish, and Robert M. Meyer, plant superintendent, Illinois Packing Co., Chicago.

6. Seated: W. F. Richmond, partner; Robert Burrows, partner, and R. W. Burrows, all of J. C. Wood & Co., Chicago. Standing: R. C. Theurer, president, Theurer-Norton Provision Co., Cleveland; P. R. McKendrick, provision department, P. Brennan Co., Chicago, and L. E. Griffin, P. G. Gray Co., Boston, Mass.

7. Representatives of Independent Casing Co., Chicago. Seated: Charles A. Raynor, vice president; Lawrence W. Pfaltzer, president; Herb J. Altheimer, sales, and Earl M. Lee, sewing department. Standing: G. Fisher,

vice president; Mike Krauss, Sam Isaac, eastern manager; William J. Raynor, and Herb Strauss, sales.

8. Seated: Ray Sabath, president, Century Provision Co., Chicago; Irving Sloman, partner, Sloman, Lyons Brokerage Co., New York, N. Y.; Leo Stoll, Stoll Packing Co., New York, N. Y. Standing: Sam Cohen, general manager, Ideal Packing Co., Milwaukee, with John Wilson, Jack Karp, and Vernon Opp, all representatives of Sloman, Lyons Brokerage Co.

9. Dewey & Almy Chemical Co., Cambridge, Mass., representatives included: R. L. Morris; E. N. Funkhouser, general sales manager of Cry-O-Vac Division; John P. Eustis, II, Bob Miller, J. E. Brasseur, J. George O'Brien, Gene Lowy, David H. Taylor, sales manager; Robert Harrison and Robert Gray, advertising manager.

10. Standard Cap & Seal Corp. representatives. Seated: W. W. Roberts, Frank H. Kimball, J. D. MacKay, and H. T. Holbrook, general sales manager, New York. Standing: Alex B. Beal, New York; Elliott Domans, New York; R. T. Houk, vice president, New York; Lucille Haydu, Chicago, with W. K. Manly, director of public relations, J. G. Berens Organization, New York.

11. Seated: Mrs. V. J. Sheridan, Traver Corp., Chicago, Ill.; Miss Val Kontur, The Globe Co., Chicago, and Mrs. Lee Jutras, Traver Corp. Standing: Paul C. Traver, president; C. W. Dickinson, and V. J. Sheridan, all of Traver Corp.; Peter S. deGray, The Globe Co., Chicago; R. Carver Blackburn and Lee Jutras, Traver Corp.

12. H. J. Addison and F. A. Mayer, vice president, both of H. J. Mayer & Sons Co.; J. D. Pepper, vice president, Pepper Packing Co., Denver, Col.; George Wurster, Pureta Sausage Co., Sacramento, Calif.; Charles F. Mayer, president, H. J. Mayer & Sons Co., Inc.; Anton Heeb, Durr Sausage Factory, Miami, Fla.; Frank Linggi, Pureta Sausage Co.; S. A. Mayer, secretary, and M. C. Dakin, both of H. J. Mayer & Sons Co.

13. Merrill Lynch, Pierce, Fenner and Beane representatives included: Carl Kimes, Larry Mullineux, S. A. McMurray, and Jim Mercer. Standing are: Bob Ehrler, W. K. McLoughlin, Claus F. Claussen, Grant Wilson and W. R. Mendels.

14. Representatives of The Cincinnati Cotton Products Co., Cincinnati. Seated: Mrs. Harry Freedman, Albert Goldfarb and Miss Sally Ann Goldfarb. Standing: Dave Rose, Sydney X. Goldfarb, president, and Harry Freedman.

the points of view of consumers and retailers are presented in this table:

Skinless frankfurters and wieners, 1-lb. and ½-lb.

Bulk fresh pork sausage, 1-lb.

Fresh pork sausage, small links, 1-lb. and ½-lb.

Smoked pork links, 1-lb.

Sliced cold cuts, even ounces, for example, 4, 6, 8 and 10 ozs.

Liver sausage midget or chubs, even ounces, for example, 4, 6, 8, 10, 12, 14 and 16 oz.

Dried beef, 4 oz.

The sizes which have been italicized

for your convenience are those which appear to be meeting with particularly good acceptance in many localities.

I hope that the results of this little investigation have been of some interest to you.

R. C. BRIGGS: I hope you have gotten a lot out of Mr. Lavidge's report.

The sub-committee doesn't wish to criticize any particular package sizes. However, the sizes listed in this table are presented as being both desirable and practical from the consumer and retailer point of view.

I was asked to say a few words

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about the sausage business in general. It has grown steadily over the past few years from a seasonal business, until now it is a year-round business. When I started in the meat business as a boy, practically all the meats were sold through markets and butcher shops, in most cases over the open counter. There was very little variety in sausage items . . . mostly frankfurters and bologna. Shortly after World War I, refrigerated cases came into use and neighborhood stores began to install these cases and carry a large variety of sausage products. So, instead of buying at the market or butcher shops, probably once a week, the housewife could purchase the product from her neighborhood store as needed. This, of course, greatly increased the sale of sausage products.

Recently, self-service markets have developed and it became necessary to package all the products in unit size packages. I am told that this has greatly increased the sale of sausage products in these stores.

As to how we can further increase the sale of sausage, may I list a few suggestions:

More advertising; better packaging; improve quality, and show the dealer that sausage is a very profitable item.

The sausage industry has done a good job on advertising, but the sausage industry itself could do more. We could keep our products constantly before the public. Let's look at concerns like the Coca-Cola Co. and cigarette people. Coca-Cola has a slogan—"The Pause that Refreshes" and the cigarette people, "They Satisfy," etc.

Why can't we, as an industry, adopt some slogan that we could all use. I would like to get some suggestions from you members . . . I have just jotted down a few—

*Eat Sausage—It's Good For You!*

*Sausage Builds Stronger Bodies!*

In closing, I would like to suggest that we take a greater interest in the American Meat Institute and become better acquainted with the staff.

**CHAIRMAN MUELLER:** Thank you, Roy Briggs. I am sure that all of us are interested in the trends of package sizes and your pertinent remarks on quality.

We have just listened to what a

## "And How Are Things in Your Plant?"

1. Stephen Vicik, secretary, Bert Packing Co., Chicago; Joseph McIntyre, engineer, and John A. Julian, president, both of Julian Engineering Co., Chicago; F. E. Healy, president, John Mooney, and Pete Nutley, foreman, all of Bert Packing Co.

2. W. F. Price, retired, Jacob Dold Packing Co., Buffalo, N. Y.; J. Foster, II, president, Foster Beef Co., Manchester, N. H.; and John Buckley, eastern representative, American Meat Institute.

3. A. L. Schmulh, safety director, Wilson & Co., Chicago; M. R. Wehrstein, assistant superintendent; W. F. McClellan, general safety director; N. O. Berthelsen, master mechanic, and Adam Wilson, assistant general safety director, all of Armour and Company.

4. Fred Krech, sausage superintendent; George Berthold; W. F. Thiele, president; Dan Michels, and Henry Frigge, all of W. F. Thiele Co., Milwaukee.

5. Arlette Nicol; Mrs. Monica Clark, director, and Jackie Kellon, all of the home economics department, American Meat Institute, and in charge of women's activities at the convention.

6. Herb Keefer, Swift & Company, Chicago, with J. F. Costello, H. G. Cameron and C. A. Frank, all of Wilson & Co., Chicago.

7. C. B. Murray, sales manager, Winchester Packing Co., Hutchinson, Kans.; Mrs. C. B. Murray; Lynn Harrell, American Meat Institute; Mrs. S. C. Winchester, and Stan Winchester, president, Winchester Packing Co.

8. P. L. Twedt, D. J. Schaub and C. E. Gross, director of scientific research, all of John Morrell & Co. Laboratory, Ottumwa.

9. Herbert Slatery, jr., assistant superintendent; Mrs. Slatery; Mrs. H. D. Anderson, purchasing agent, and G. R. Garner, sales

manager, all of East Tennessee Packing Co.

10. Henry J. Kruse, president, Seattle Packing Co., Seattle, Wash.; Mrs. N. Brammell; Mrs. Stowell; Preston Stowell, vice president, Food Management, Inc., Cincinnati, and L. F. Broecker, vice president, Louisville Provision Co., Louisville.

11. Ed Kohlsdorf, meat purchasing department, Kroger Co., Cincinnati; Edward Kohl, owner, E. A. Kohl Packing Co., Cincinnati; Martin Edelmenn, president, and Gus Klein, both of the Edelmenn Provision Co., Cincinnati.

12. W. H. Catchpole, 50-year veteran salesman; Harry W. Brown, master mechanic and 50-year veteran; W. Van Valkenburgh, comptroller, and George Koehler, superintendent, all of Danahy Packing Co., Buffalo, N. Y.

13. T.-G. Sinclair, vice president and treasurer, Kingan & Co., Indianapolis; Ike Hoagland, Marketing Institute, Indianapolis; W. R. Sinclair, president, Kingan & Co.; George A. Schmidt, chairman of the board, Stahl-Meyer, Inc., New York, and Albert H. Merkel, president, Merkel, Inc., Jamaica, N. Y.

14. Burt Andrews, manager, Andrews Dried Beef Co., Nazareth, Pa.; with Harry M. Sellers, plant superintendent; G. W. Gible, secretary-treasurer; Jack Witmer, sales manager; H. Jack Seltzer, president, and Stephen B. Caporal, beef purchasing division manager, all of Palmyra Bologna Co., Inc., Palmyra, Pa.

15. M. E. Wilm, superintendent, and Oscar Emge, president, both of Emge Packing Co., Fort Branch, Ind.

16. D. E. Nebergall, president, Nebergall Meat Co., Albany, Ore.; John C. Weinrich, The Griffith Laboratories, Portland, Ore.; Dr. R. F. Kielsdon, American Meat Institute; Ernest S. Holmes, president, John R. Daily, Inc., Missoula, Mont., and Charles A. Thomas, American Meat Institute.

manufacturer had to say about quality. Now, gentlemen, let's hear from the people that not only dictate final standards for all products, but in the case of most of us, dictate our activities, curricular and extracurricular. Arrangements have been made for a candid interview with several women which will come over this loud speaker. These interviews are unrehearsed, their purpose being to find out exactly what Mrs. Housewife thinks about sausage, letting the chips fall where they may.

**EDITOR'S NOTE:** At this point the

voice of John Milton, AMI's Mr. Sausage, boomed through the public address system from an unknown location in the Palmer House. Mr. Milton had corralled four women from different parts of the country in an effort to find out what they knew about sausage. As it developed, they didn't know too much. All four said they were familiar with only about four or five different kinds of sausage. To keep the interviews on the plane of a commercial give-a-way, the ladies were offered gifts of sausage for guessing most closely the number of wieners manufactured in this country last year. The lowest estimate was 40,000 and the highest somewhere around a billion. All fell far short of the actual total.

**CHAIRMAN MUELLER:** Thank you, Mr. Inquiring Reporter . . . and thank you, too, ladies. These are the girls we've got to please ultimately. It was good to hear what they had to say.

We've already heard from an economist, a meat packer and housewives. Now, we will hear from the fellow who acts as the all-important intermediary. We have asked Jim O'Neill, merchandise manager of the Food Division of Weiboldt Stores, Chicago, to give us his observations and thoughts regarding the merchandising and sale of sausage products. (Turn to page 233.)



FROM THE SOUTHLAND came J. P. Diercks, controller, and W. C. Cunningham, assistant secretary, both of the Balentine Packing Co., Greenville, S. C., who are shown with Norman Brammell, Louisville Provision Co., Louisville, Ky. Brammell is an expert in the field of management and labor relations.

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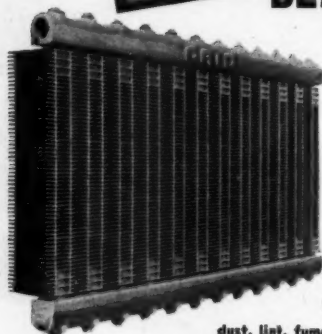


# GRID

## IS THE ANSWER TO MAINTENANCE-FREE EQUIPMENT!!

It is equipment designed, engineered and constructed to successfully meet the heating conditions in the packing industry . . . proven by their wide acceptance by major packing plants all over the country.

## GRID BLAST COILS



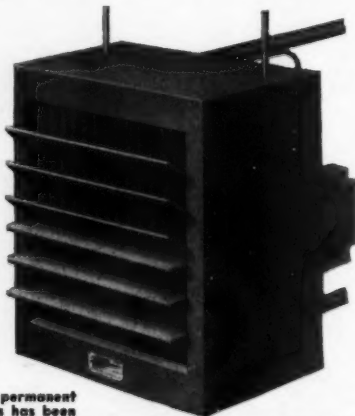
Have the same high efficiency and lasting qualities as GRID Unit Heaters . . . heating sections made of one piece high test cast iron alloy construction, tested for safe operation on steam pressures up to 250 PSI without pressure reducing valves . . . no soldered, brazed, rolled or welded construction to deteriorate in service . . . no electrolytic action to produce corrosion with resultant breakdowns and heating failures . . . no tortuous air passages . . . constructed to permit freedom of expansion with complete absence of ruptures, strains and warping . . . atmospheric conditions, dust, lint, fumes, etc. cannot retard their operation . . . open design for easy cleaning. Compared equal capacity.

fect, they occupy less space than other types of cast iron blast coils of equal capacity.

## GRID UNIT COOLERS

The all-cast high test metal unit for air conditioning, refrigeration, dehumidifying, GRID Unit Coolers are engineered as a permanent piece of equipment to last for years at the highest efficiency . . . for use in vaults, cold storage rooms for meats, store rooms, packing plants, etc. . . . can be used with brine or direct expansion ammonia. It's the material that makes GRID permanent equipment that for 20 years has been in continuous operation in installations throughout the country—without maintenance expense, proving their design and construction are right—and here's why:

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# 'Your Product Is You!'

O'NEILL

FOR THE next few minutes we will talk about "Quality in Sausage Products." Now I know that over the years you have been exposed to a continual barrage of entreaties to make your product with quality raw materials, with quality formulas and under manufacturing conditions that would result in a real quality product. You have been asked to package your sausage in such fashion that it looked like a quality product.

When these steps were completed, you were presumed to be in the quality business, and I suppose that under the circumstances such a presumption was justified. But that was THEN! This is NOW! I submit that, as Charley Winninger used to say, "It was only the beginning." The real work for the industry lies ahead of us.

I intend to point out the quality demands of both the retailer and the consumer as I have experienced them. These are not my opinions but experiences and observations measured by a cold, unemotional and objective yardstick—the cash register!

The production of quality merchandise presupposes a knowledge of consumer demand and retailer requirements based on facts. These facts, to be really facts, must be developed from intelligent and painstaking research. There are many organizations making such an approach to the problem, but they constitute a small minority. My observations indicate that there is a startling lack of intelligent planning and research on the part of most sausage manufacturers.

Everything is relative—so it does not take a nationwide survey to get the facts in all instances. However, it does require an intelligent study of the particular market you serve.

## Quality—or Else

What is quality? I guess we could call it a vague, ethereal, elusive, intangible something which we find difficult to describe. Quality in a product is identical with character in a man. It stands for the same things—integrity, honesty, dependability and courage. The character of your organization and even your personal character is reflected in the quality of every product you manufacture. Whether you like it or not, there is no escaping the fact that your product is you.

Character in products, the same as in men, must be earned. It cannot be bought with money, but is awarded by the consumer to those products which merit it. While there is no dollars and cents price tag on it, it still must be paid for with consistency, dependability and all of the other factors which contribute to a man's good character.

We can safely assume that the quality of the raw materials, the intel-

ligence with which they are blended, and the facilities with which they are prepared are such that the end result is a quality product. I have a definite reason for feeling safe in this assumption and it's this: The man who is not turning out quality merchandise will not be around long enough to worry about. He will be out of business so quickly it will take his breath away. His competitors, who are in the quality business, will be serving his former customers. The day is past when you could take your choice of going into quality or the other end of the business. So I tell you that for no reason other than the selfish motives of profit and survival—it's quality or else!

When you're sick you go to a doctor. When you have legal problems you consult a lawyer. If your car breaks down you take it to a mechanic. These men are specialists and you know that it is cheaper and wiser to pay them for their specialized services. What do we find in the sausage industry? We find a man who is highly specialized in the manufacture of quality sausage, and then, too often, blooms overnight into a packaging expert. This business of packaging and package design is mighty important to you. It is a complex and far reaching job which requires the talents of highly trained specialists and there are many good ones available. See your doctor once a year, your dentist twice a year, and the packaging engineer whenever you have packaging problems. Don't go through the labor pains of planning and producing a good product and then send it into the ball game with two strikes on it. Give your product a fighting chance.

While we're talking about packaging, let's give a thought to the shipping container. This doesn't get too much attention from anyone except the retailer. Now this retailer is your agent. He will be a good productive agent for you only as long as you keep him happy. Nothing gripes a retailer more than a sloppy, wet, weak shipping container that he can't stock, pick up or even hold onto. While much progress has been made in this respect, there are altogether too many sausage manufacturers who are only a step removed from the old grocery carton, lined with wet butcher paper and liberally cushioned with wet sawdust. Make your shipping containers stronger and give them a little selling character of their own.

## Smoother Price Structure

How about the fellow that reads the market reports, learns that the hog and cattle markets are advancing and just about breaks a leg in getting to a phone to make sure that he doesn't waste one precious minute in advancing his price lists straight across the board. His pricing tactics are such that he very

closely resembles the Mexican jumping bean, not only in his physical activity, but in the judgment that he is using, so far as his long range benefits are concerned. I know that you must operate at a profit, and I further recognize that you are exposed to the most volatile market in the world in the procurement of your raw materials but, in my experience, there is nothing that the consumer resents more than the continual adjustment of retail prices. How can we overcome this situation? Remove the peaks and valleys and substitute rolling hills. With proper planning, you will come out with the same end result and not expose yourself to the danger of the consumers' ire.

Your sales representative is your standard bearer. He must be a man of integrity, honesty and courage. He must be a man of character. I might add that, in my experience, I have found mighty few who did not meet those requirements, but what does the boss do to such a man? In what light does he put him? The salesman talks to the buyer and offers him a product at 43c. The buyer, who has had good relations with the salesman, very honestly tells him that he is a position to buy the same quality product this week at 39c. All too frequently, the salesman is prepared to meet the lower price, in order to get the business. Now, I am certainly not going to attempt to tell you gentlemen how to run your sales department, but I would like to point out that, if the salesman could sell that merchandise at 39c, it was not 43c quality to begin with. If the product, at the outset, was of sufficient quality to command a 43c price, it would not be possible to deliver the same quality at a lower price. The product, the salesman, the organization cannot have character without courage and, without character, he does not have quality.

## Temptation to Tamper

When the first sausage maker went into business, Satan must have had a very joyful day. Where in the world would there ever be greater opportunity to spread temptation? The nature of your business is such that it's almost a full-time job, guarding against any tampering with your established formulas. How many times has a manufacturer started out with a good product and increasingly widened his area of distribution and then found that he had extended his market so far that he had to build into his product shipping qualities, so the merchandise would hold up during the time it took to ship to his furthest point. Once he yields to this temptation, he is tampering with the character of the original product and, as a consequence of losing character, he also eventually loses his sales.

Make certain that when you have developed a good product you keep it that way. Make certain that any changes that you do make are for the better and are not designed to satisfy shipping needs.

In the sausage business, there is an

ever growing demand at the consumer level for new products. One of the basic merchandising needs for the extensive sale of sausage products is variety. It is truly amazing to see the wide assortment of names that are given to the same product. If a fellow has trouble selling his veal loaf, he immediately starts to burn the midnight oil and comes up with a new product, the "All American Loaf." It is still the same veal loaf. He hasn't changed the product with the "All American" cognomen. If it doesn't give him the immediate result that he wants or would like to see, he burns the oil again and up comes the "Universal De Luxe" and so on ad infinitum. Well, the name of the loaf is not going to sell the product but the quality that you built into it can do the job. The customer will buy your product by name, only after she has tried it and likes it. It is the quality of the product itself with which she is concerned—not fancy names. A product of character does not travel under an alias any more than does a man of character. On the other hand, I would strongly recommend that when you have a good product, give it a good name and then guard them both as zealously as you would guard your own good name.

Today is Saturday. On Monday, in far too many meat cases, retailers will be offering for sale sausage merchandise which is not fresh. Why? Well, there are many reasons, probably too many to enumerate, but I should like to point out one or two that you might be able to do something about. First, it could have been delivery. It could have been that the latest delivery the retailer could have received on that merchandise was last Wednesday, or even Thursday, which would mean that the merchandise in the case would be a week old. That, gentlemen, is not going to sell more sausage. It could have been that the retailer was oversold by the manufacturer. Now, I know that you are not your brother's keeper and that your job essentially is a selling job, but I say to you that overselling by the manufacturer or overbuying by the retailer is one of the biggest single drags on your total sales picture. Stop to consider that, historically, in the retail meat business, the

## After Five Days, Your Feet Get Sore

1. Harold Mitchell, production manager, and Charles W. Hess, general manager, Speco, Inc., Chicago, Ill.
2. F. A. Gates, assistant sales manager; A. Wagner, and A. N. Wagers, assistant sales manager, all of American Perforator Co., Chicago, Ill.
3. J. F. Stone, Johns Manville Sales Corp., New York; J. L. Grant, Agar Packing and Provision Corp., Chicago, and George E. Hinchliff, Johns Manville Sales Corp.
4. Miss Sadye Selman, advertising manager, Josam Manufacturing Co., Cleveland, and H. G. Renner, Josam research engineer, Michigan City, Ind.
5. E. B. Huffman, assistant sales manager, Union Steel Products Co., Albion, Mich.
6. Jack Sabean, vice president, John E. Smith's Sons Co., Buffalo, N. Y., and Wally Sabean, Boston Tramrail Co., Boston, Mass.
7. H. W. Wernecke, vice president and sales manager, THE NATIONAL PROVISIONER, Chicago, and Norman Gross, Paul Lewis Laboratories, Milwaukee.
8. H. H. Kolbo, S. S. London and N. L. Stearn, all of U.S. Thermo Control Co., Minneapolis, Minn.
9. Miss Natalie Wilkinson, secretary, and Charles Franklin, president, both of Mound Tool Co., St. Louis.
10. B. E. Williams, vice president, and A. W. Anthony, president, Lamitex Fabrics, Inc., New York.
11. S. A. Grow, department manager, The

- Rath Packing Co., Waterloo, and Joseph X. Gubbins, midwestern sales manager, Paterson Parchment Paper Co., Bristol, Pa.
12. George H. Nelke, secretary-treasurer, and Daniel Dohm, Jr., president, Dohm & Nelke, Inc., St. Louis.
  13. E. C. Steiner, president, Kentmaster Manufacturing Co., Los Angeles, and J. M. Gordon, president, J. M. Gordon Co., Inc., Glendale, Cal.
  14. Members of the Keystone Brokerage Co., Philadelphia, Pa., staff included: Ray Seipp, Chicago office; Miss Jean Hosmer, Philadelphia, and John Hickey, Boston office.
  15. J. R. Tepfer, general sales manager, and Mrs. Lee S. Worthington, secretary and advertising manager, both of Kold-Hold Manufacturing Co., Lansing, Mich.
  16. Daryl Houdeshell, manager of meat packing division, Milprint, Inc., Milwaukee; Elwood Johnson, mechanical superintendent, John Morrell & Co., Ottumwa, and Jack Little, advertising manager, Milprint, Inc.
  17. P. G. Phillips and W. E. Kicker of Custom Food Products, Inc., Chicago; J. A. Muth, in charge of sales and advertising, Rath Packing Co., and J. A. Atkins, Custom Food Products, Inc.
  18. R. F. Allyn, refrigeration engineer, Hunter Manufacturing Co., Cleveland, Ohio.
  19. R. A. Klokner, Chicago district manager; D. E. Perham, and H. H. McKinnies, all representing The Vilter Manufacturing Co., Milwaukee.

first part of the week is usually what we call a broil or fry day—in other words, the roasts take a back seat to the chops and steaks through the early part of the week. When you consider this and start to visualize the opportunities that exist in the sale of cold meats on these days, you can readily see the great need to put before the consumer fresh quality. In my opinion, the greatest potential area for increased sausage business exists in the development of greater acceptance of your products on Monday, Tuesday and Wednesday.

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Gentlemen, I submit that your industry is just coming of age. The future is all yours.



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## Hormel: Write Your Ticket

(Continued from page 118.)

ments. It is positively amazing what the workers know that the bosses never have found out or have forgotten by this time.

For my own company, I am trying to find the best ways to put that knowledge to work. I don't think a suggestion plan can be more than a small part of the answer. What we need is organized groups operating in such a way that they really are, and have a sense of, participating. If I want a group to bother to make proposals, I had better give pretty careful consideration to every proposal they make. I don't need to risk giving them any part of my authority, but I can safely give them effectiveness.

What should I do if they start getting out of their own department—ideas about advertising, or selling, or general policy? I think I had better listen rather attentively, because although I admit that I know all the answers, I find too often that I know some wrong answers.

### How Much to Tell?

How much information should I give them? One thing I have learned is that it is surprising how scrupulous people will be about holding information in confidence. And, can they understand? Well, we have department managers, and even officers of our company, who never graduated from high school, but I don't think there is a single one of our people hired in our plant during the last 15 years who does not have at least a high school education. Those people want to be something more than cogs in a wheel. Dostoevsky said:

"Shower upon man every early blessing, drown him in a sea of happiness, so that nothing but bubbles of bliss can be seen on the surface; give him economic prosperity such that he should have nothing to do but sleep, eat cakes, and busy himself with the continuation of his species; and even then, out of sheer ingratitude, sheer spite, man would play you some nasty trick . . . simply to prove to himself—

as though that were necessary—that men are still men and not the keys of a piano."

Do you mean to tell me that many years will pass before labor demands participation? If you don't want them to make such demands, you had better do something to keep so many of them from going to school. And, if you want to write your own ticket—if you believe that you understand the problem better than they do—you had better start writing your ticket right now.

After you have your perfect grievance procedure and your plans for employee participation, what need do you have for a union?

### Good Union Will Help

It is my personal opinion that your grievance procedure and your participation plan will work better if you have a good union to help run it. If you don't agree with me, I have two questions to ask. If we don't have unions, which of you will take the lead when a wage raise is really due? Are you sure that you, without a union, would be quick to follow the one that took the lead in setting a higher wage level?

And, if we are going to have unions, how are we going to keep their leaders from abusing their powers? The answer is by giving the people they represent the satisfaction of knowing that they have a continuing relationship with the company, protection against injustices, and a real opportunity for participation. Extend that to participation in the earnings of the business and you should find the union working for the company.

In our own shop, we have a system we call Joint Earnings.

Theoretically, this should give every employee a sense of being an absolute partner. You would think that each man would jump to turn off an unneeded light, to turn off a running faucet, to close a cooler door, or to recover a scrap of fat. Actually, it doesn't work quite that well.

I give them my speech about what we do with our money. We get as much as we can from our customer. We buy our livestock and supplies at

the lowest price we can negotiate. Everything else is wages or waste—wages to capital and management as well as wages to labor—but it's wages or waste. Good speech—but even with our joint earnings plan, I can't make them absolutely break down and cry. I think my trouble is this participation business. If I ever get that worked out well, they may still not get emotional about our business problems, but may be made to feel that this joint earnings thing of ours is not just a bonus, but that they really can do something to build it.

The idea of the plan is that management gives the worker a job opportunity. All of the earnings of the business go into a joint fund from which the workers get their pay, and the company gets its profit. If this joint income is only sufficient to pay going wages, management has not rendered the employee any extra service, so the company does not participate in the distribution of the fund. There is nothing novel about that, because in your company you do the same thing. First you pay your going wages, whether there is any profit or not.

However, we undertake to give our employees an opportunity to earn more than going wages. The more they earn over their base rate of pay, the more they pay the company for the service rendered in building them the opportunity. The way our formula works, if there is barely enough to cover wages, the employees get 100 per cent of the joint amount, and the company gets nothing. However, if the employee gets 105 per cent of his base pay, the company gets 14 per cent of the joint amount. Two years ago we got the average plant employee up to \$4,179.75, which, according to the formula, gave the company 26 per cent of the joint amount—a very handsome return for the stockholder to realize on his initial investment.

### Social Security

This concept has helped me a great deal in understanding the problems of labor relations and of social security. As long as I took the attitude of having so many people working for me, I seemed to think myself into difficulties which should have been avoided. To the extent that we got the idea that it was not that the people were working for us, but that we were working for the people, some problems began to resolve themselves, and we began to find ourselves more able to write our own tickets.

Another area in which you should write your own ticket while you can is the field of security.

I am under the impression that some of our packing companies were among the very first in American industry to provide pension plans, so, although some of us in our individual companies were late in coming in, we can still boast that our industry was in the forefront in developing retirement plans. However, we are very apparent-



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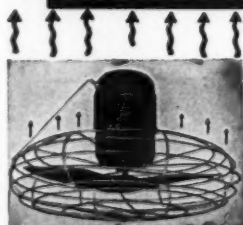
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ly moving toward a time when the most liberal plan of today will not provide the welfare and security funds which will be demanded of us, and I think it is a problem with which we should concern ourselves immediately in order that we can establish the soundest possible policies, instead of having unsound programs foisted upon us.

I am under the impression that meeting the demands which will be made will sooner or later cost more than the traditional average net profit in our business. I am not able to suggest to you what our best overall procedure might be. I think the Institute would do well to establish a committee immediately to make a broad study of the problems and its future implications on the industry.

I have only one device which I can confidently recommend. That is the profit sharing trust.

### **The Profit Sharing Trust**

An insured pension trust has the disadvantage of requiring similar payments year after year in good times and in bad. If those payments take any substantial part of a company's average profit, meeting them in relatively unprofitable years would likely be both embarrassing and unwholesome. The tendency of management is to be too conservative in tight times and too much inclined to tailor this year's program to this year's profit. Thus, with a fixed pension payment due in a bad year, the tendency would be to curtail plant maintenance and renewal, and research, and advertising, and many other things which may not be eliminated or postponed without hurting the business, and hence the security of the employees as well. Therefore, I conclude that it is important that a pension or welfare plan should not be permitted to become a fixed obligation.

Fortunately, our tax laws relating to the profit-sharing trust permit the use of a very flexible formula so that, as is inferred in its name, security and welfare costs are due to be paid only when there is adequate profit.

Our own company is one of the John-ny-Come-Latelys in this field. Our plan is six years old. During the five of those years since excess profit taxes, the amount we have put into our profit-sharing trust has averaged 28 per cent of our net profit. However, one of those years was rather lean, and that year our formula called for a contribution of only 3.1 per cent of our net profit. Another of those years was rather lush, and that year our contribution was 41.2 per cent of our net profit. If we had had a fixed annual obligation equal to our average contribution, we would have had one year when addition to surplus would have been equal to two and one-half times our dividend amount—and followed by a year in which the payment of fourth quarter dividends would have been entirely a reduction of surplus. I am sure such irregularity would lead to

many bad decisions by management. I am glad that we have the profit-sharing trust instead of an inflexible pension trust.

Another device permitted by the rules for profit-sharing trusts is to allot very small shares to people with little seniority, but very large shares to those with much seniority. As far as the rules are concerned, this ratio could be 100 to 1, or 1000 to 1. In our own plan, a four-year man gets 45 units; and a 26-year man 2000 units. This idea seems to work out very well, because in six years, we have gone a long way toward "covering" the past service of our older employees. Those with 31 years seniority already have vested interests of \$11,277.62 apiece, and will soon reach our maximum of six years base pay, or \$20,000, whichever is less.

What are we going to do in the field of health insurance? It is obvious that we should get every possible person signed up with Blue Cross or some other voluntary insurance group. But, what are we going to do about people who can't afford Blue Cross? If we leave them to a government plan, we will end up with a national health insurance covering everybody. And, the same goes for the problems of providing more protection against distress situations.

It may seem that these are community problems, but after all, each of us is a part of his own community, and the Institute is a part of the national community. The medical association is protesting while the planners plan. Instead of sitting by, why shouldn't we be getting busy to write our own ticket while we can?

Another area where pressures may be developing has to do with unbroken tenure of employment and severance pay. If the industry has a better idea than increased unemployment compensation, or a better idea than the unions may propose for providing more continuity of employment, or income, this is the time to write our ticket, instead of waiting to accept theirs.

### **Monopoly and Competition**

If we are going to propound the gospel that the American system is based on productivity, we need better production incentive plans. And, in general, that means a system of payment which not only gives the worker an extra unit of money for the extra unit of production, but pays him an additional bonus as his fair share of the savings in overhead which result from the fuller and more efficient use of facilities.

The third area in which we should write our own ticket while we can has to do with the problems of monopoly and competition.

The American enterprise system is under continual attack by interests which we consider subversive, but it's probably true that our system is placed in greater jeopardy by the acts and omissions of its professed friends, ad-

vocates, and its practitioners.

Predatory practices never did have a proper place in our enterprise system, but they were so prevalent that it was only logical that an attempt should be made to legislate them out of existence. Proper legislation, supported by effective enforcement agencies, is just as desirable as rules and referees to prevent slugging and cheating in a football game. However, in our zeal to enforce fair play in business, we have gotten to the point where, in some cases, it seems that there are more referees than players. They change the rules in the middle of the game. They impose penalties for plays made in some preceding quarter. They call fouls on the basis of what they claim you were thinking. And now, on the theory that somebody might gang up on somebody, they are trying to tell A & P and the packers that they must limit the number of men in the squad.

It seems to me that these extremes stem from omissions. In football the rules are written by people who are concerned with playing the game. I have an idea that businessmen should not let their dislike of regulation prevent them from initiating, from time to time, the new rules which should be put into the book.

### **Business Should Write Its Rules**

I think the American Meat Institute should have a committee on fair trade and monopoly. If changing conditions bring out some new practice which should be regulated, that committee should make proposals long before the Federal Trade Commission or the Department of Justice become aware of the thing.

For example, right now should business be proposing changes in our patent laws? As I understand it, our patent laws are based on the idea that some gadgeteer dreams up something all by himself; whereas, today, research and certainly development is being operated on a production line basis. I suspect that some changes are indicated, and I suspect that business is more competent than Congress or the Department of Justice to come up with the right answers.

However, I only mention patents as an attempt to illustrate that changing circumstances may well affect the working of business in the fields of fair trade and monopoly. Those changes may occur in any part of the field—selling, advertising, pricing, or what have you.

We should understand not only the potentials of bigness, but we should understand the need for it. Without restraints we are bound to have bigness through monopolies and cartels. With proper restraints we will still have bigness, because we need it to perform certain functions which are necessary to us all. The pioneer founders of the big firms in the packing business were aggressive enterprisers, it's true, but if G. F. Swift had gone

into the business of making pens or pencils, his company probably would not be operating more than two or three plants today.

However, it happened that he went into a business in which certain functions could only be performed by bigness. The performance of those functions is not only valuable to our economy, but important to the rest of us in the packing business. We all understand these fundamental facts, but it might be well to review them.

The big packers got big because this country needed the facilities to move meat from where the livestock is to where the people are. For years we were absolutely dependent on the big packers for the performance of this function. The little packers needed the big packers to move certain kinds of meat from the area where people did not like them into the area where people would. However, the function became so well standardized that some little packers became semi-bigs by performing a part of it. For instance, in our own plant at Austin, Minnesota, we draw our hogs from four surplus producing states. We deliver the pork to 15 states which consume more than they produce. As far as the other 29 states are concerned, our fresh meat operation is that of a local packer—we cannot reach out that far away from home.

That leaves us in the unfortunate position of having surpluses of one thing and another from our local operation, and shortages of one thing and another for our semi-big operation. And, that's where the big packer comes in. Through some mysterious maze of interchange—which no man in this room fully understands—but of which every packinghouse man is a part—these surpluses are absorbed and the shortages are supplied. From big to little to semi-big—well, anyhow, thanks to the coverage of the big boys, when the end of the year comes, we find that we have not had to go without the cuts we needed—nor have we had to throw away the odds and ends we could not use.

### Must Have Free Trade

Nothing I have said or am saying is intended to suggest any kind of restraint of trade. Even though we may disagree with some of the ways in which our anti-trust laws have been interpreted and administered, we believe in what the anti-trust laws stand for. We would not like to see business in this country get into the situation of being dominated by cartels and agreements rather than free and open competition for trade.

However, I want to make the point that part of the vacuum that big packers fill for us is created by our own neglect. I will illustrate from our own business: Our company is big enough to operate on the national market with an item like chili con carne, and we are doing very nicely with it, thank

## A Good Sample of Institute Conventioneers

1. John H. Dettewanger, Wilbur H. Turner, and C. A. Rolfes, vice president, all of The Heekin Can Co., Cincinnati, Ohio.
2. Fred P. Gunkel, vice president, Oscar Mayer & Co.
3. W. A. Scheurer, vice president; John Downer, Chicago district manager, and Ernie Cochran, all of Exact Weight Scale Co., Columbus.
4. Pictured are the following International Salt Co. representatives: W. M. Johnson; D. W. Kaufman, director of development, and S. A. Nystrom.
5. Roy R. Strester, superintendent, and C. R. Vann, president, both of the Ohio Natural Casing Co., Newark, Ohio.
6. C. E. Gambill, president; F. J. Bilek, vice president in charge of engineering; R. L. Gambill, executive vice president, and L. J. McQueen, sales manager, all of The Globe Co., Chicago.
7. The John E. Smith's Sons Co., Buffalo, was represented by Edwin Vail, Jack Hetzler, Jack Sabean, vice president; Harold E. Smith, president; Herb L. Hunn, chief engineer; Harold Schaller, Jack Dowding and W. J. Richter, Chicago representative.
8. Henry H. Shapiro, Peschke Engineering Co., Detroit.

9. Morris Feinstein, secretary, The Brecht Corp., New York, and Max Salzman, president of Max Salzman Co., located in Chicago.
10. H. E. Seideman, Enterprise Manufacturing Co. of Pennsylvania, Philadelphia.
11. Roy Norris, broker, R. F. Norris and Associates, Chicago, and Emmett Stead, provision department, Armour and Company, Chicago.
12. H. T. Wilson, Grimm Industries, Detroit, and H. E. Welhens, manager, Peters Sausage Co., Ann Arbor, Mich.
13. Joe Walsh, Gira-Walsh Co., Chicago, and Frank P. Collyer, president, Chicago Mercantile Exchange.
14. Frank N. Davis, advertising sales, THE NATIONAL PROVISIONER, with J. S. Daniels, president, Daniels Manufacturing Co., Rhinelander, Wis.
15. Dave Falk, Dave Falk Co., Chicago; Sami S. Svendsen, casing broker, Chicago, and Sylvan E. May, Patent Casing Co., Chicago.
16. John Heinzelman, II, and Miss Selma Klein, secretary to president, both of Buildice Co., Inc., Chicago.
17. Dick Loewenstein, secretary of Superior Packing Co., Chicago, and Arthur N. Horwich, president, Horwich, Vitkin Co., Chicago.

you. However, an item like "Spam" is different. Why? Because we do not produce enough raw material for a national market. If we go out and buy the material and bring it to Austin, the freight kills us. If we operate a special purpose plant somewhere to eliminate the freight, the overhead kills us.

Now, let's look at Morrell. I have never seen his figures, and I am saying this without his permission, but I suspect that freight on raw material for "Red Heart" would equal a very handsome profit.

All right, suppose Morrell would make "Spam" for us in his plant, and we would make "Red Heart" for him in ours. I could be the "Spam" king and he could be the dog food king, which would make me perfectly happy. However, we are competitors, which makes us so afraid to patronize one another that we default business which might be ours. If one of us finds himself at a disadvantage, his attitude is like the Irishman whose potato crop failed. He said, "Glory be, none o' me neighbors did any better."

As I understand the arguments of Norman Thomas over the years, he says that our trouble is that we are so imbued with the spirit of the competitive system that we forget that there might be something to be gained by cooperation. I think he has something there, because if I can do something to help you give better service to your public, which, at the same time, helps me give better service to my public—oh, all right—if I can do something to help you make a profit, which, at the same time, helps me make a profit—why should I hurt myself to

hurt you just because you are a competitor?

Now, we in our company do have some arrangements for using the other fellow's facilities to get to our raw materials, to save freight on the finished product, and to reduce overhead. For instance, we do use the facilities of three vegetable canners in different parts of the country, and Kingan does make "Spam" for us. But, would Kingan's sales force go out and sell "Spam" for us? Not on your life. There is a nice sales margin in "Spam." Our own sales force makes a profit on it. But, will Kingan's pride permit him to sell Hormel's product? It will not.

Oscar Mayer goes out and makes himself a reputation on wieners and builds quite an advertising program. In fact, I suspect that if he spent 50 per cent more on his advertising, he would have a big enough budget to provide solid national coverage. Will you tell me why I am not making and selling Oscar Mayer wieners in those territories Mayer cannot reach? Will you tell me why any local packer in this room is not taking advantage of Oscar Mayer's advertising by having a franchise to make and sell Oscar Mayer wieners in his own locality?

Well, of course the reason is obvious. We would prefer to sacrifice an advantage for ourselves rather than to contribute an advantage to the other fellow. So, what happens? We default. Every man in this room has a sales force. Why shouldn't the country be blanketed with salesmen selling Oscar Mayer wieners? And, with that kind of sales effort, why shouldn't the Oscar Mayer wiener advertising be so potent that altogether a little packer—pardon

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me, Oscar—would make more and better hot dogs available to more and better people, so that more little packers could make more and better profits while Oscar collects the house percentage regularly from each and every one of them.

You don't have to be an Oscar Mayer, or a Kingan, or a Morrell to be the key man for a patronize-each-other program.

For example, you have to have quite a livestock slaughter in order to give yourself the advantage that comes from sewing casings. Down in Ohio a group of packers got together and started a casing sewing business. They have total fixed assets of approximately \$10,000, employing about 30 people, and making three different sizes of casings, with a total output of approximately 10,000 pieces a week. I think each of the participating packers must pick up something over \$1000 a year from this operation. Of course, I think this particular group is doing it the hard way. It is sort of a cooperative. The only reason it works is that they gave the manager a substantial block of stock, which makes him run it as his own enterprise. The right way to have set it up would have been for one of those packers to make the original investment, but of course that would not have worked, because, on the Irishman's "me neighbor" theory, the others would not have patronized him.

### Fuller Cooperation in Industry

But, there is the opportunity of the future for packers of all sizes. Swift should be making ACTH for Armour. Hormel should be making dog food for Morrell. Hunter should be sewing casings for Krey. These opportunities extend not only to advertising, selling, economies in manufacture and recovery of by-products; there is also the field of research.

I am very enthusiastic about the Institute research program. Every member should have a real sense of pride in the dedication exercises at 1:30 this afternoon. Here is another outstanding example of an industry joining together to advance the character of the service it can render.

However, cooperation between competitors in the field of research can, and should be, directed at less generalized, or more localized problems. Any packer who can dig up \$10,000 to \$12,000 capital can equip a one-man laboratory. Anyone doing a ten or twelve million dollar business can operate a one-man laboratory for one-tenth of 1 per cent of his dollar volume. As you expand that one-man laboratory, your cost comes down to about \$7000 per researcher. We have a seventeen-man laboratory. Why don't some of the other interior packers patronize our laboratory? Why doesn't some packer doing a ten or twelve million dollar business start a laboratory for the patronage of other packers located in the area in which he is operating.

As an example of constructive action, we can also point to the Institute's Meat Educational Program, which has been working for us for ten years or so.

We were a little late getting started, but we are gradually catching up. We need to intensify these advertising and public relations efforts in every possible direction, and we need to do it quickly. The cost of the program is insignificant when you apply it per hundred pounds of meat. The benefits which we have already seen are tremendous, and the potential values are almost unlimited if each of us will get as enthusiastic about it as those who have been paying the bills. Every unit and every company in our industry should do its share and pay its share to support the Meat Educational Program. I am proud—and you are proud, and the public must be made to know the good that is in meat, the good that meat does, and the extent and low cost of the essential services performed for our country and everybody in it by the meat packing industry.

Too often, we drift into circumstances where what we are, what the public thinks of us, or what is required of us, is against our interest and against the public interest. Almost always, honest introspection tells us that we missed an opportunity to shape our own destinies. All too often, after the opportunity has slipped by, we take a crying towel in each hand and proclaim ourselves victims of circumstance, when actually each such circumstance should be simply another reminder to every one of us here today to write our own tickets while we can.

**CHAIRMAN H. H. MEYER:** I think it only fitting that we should climax the sessions of this forty-fifth annual meeting by hearing from an old friend and one whose wise counsel has meant much

to the American Meat Institute over many, many years.

John Holmes also started to work in this industry at a very early age. He was only 15 when he began with Swift & Company as a messenger. Within the next six years he had advanced successively to junior clerk, night timekeeper, day timekeeper and assistant head of the timekeeping department.

In 1912, he was transferred to the general superintendent's office and about one year later he was made superintendent over all the pork operations of Swift & Company.

In the meantime, he was studying at night, attending Y.M.C.A. college, Armour Institute, Northwestern University and the University of Chicago.

During World War I, Mr. Holmes was technical assistant to G. F. Swift, who at that time was vice president in charge of pork operations. In this capacity, he was responsible for the production and distribution of meats for the military forces.

In 1928, Mr. Holmes, then only 37 years of age, was elected vice president of Swift & Company. In 1932, he was made director, and five years later he was elected president, succeeding the late G. F. Swift.

Mr. Holmes is a member of the board of trustees of Wesley Memorial Hospital and also its former president; trustee of Nutritional Foundations, Inc., director of General Electric Corp., a trustee of the Rosenwald Museum of Science and Industry and a director of the American Meat Institute.

It has been said, "It is a wise man who knows his own business and it is a wiser man who thoroughly attends to it."

Certainly, Mr. Holmes can measure up to this statement because I know of no man who has done this better. His subject today is, "What's Ahead—From the Viewpoint of a Meat Packer."



Fiddlers three helped to provide the entertainment at the cocktail party given for friends and customers of Swift & Company of Chicago.



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## Industrial Statesmanship Needed to Help Nation Through Trying Years

**JOHN HOLMES:** As usual, Jay Hormel has given us some new, and I might say, some rather startling thoughts; a few things to think about. That is all to the good. It is a good thing once in a while to be shaken out of our mental roots.

I never thought the time would come when I would stand up before a group of meat packers and say I am somewhat grateful for the anti-trust laws, but after hearing Jay's comments about the vacuum filled by the big packers and the suggestions as to what you should do about it, I am a little bit grateful that there are some legal obstacles for you to overcome before you can go forward with his program.

Now, having made that somewhat facetious remark about the anti-trust laws, I would like to hasten to add that I believe in them and I am sincere in that. I believe that rules are needed for the maintenance of free and open competition. My quarrel with the anti-trust laws is not in the laws themselves, but in the manner of their enforcement. I think they are too often used for purposes other than the preservation of competitive opportunity, which is the thing in which we should all be interested.

I hasten to explain at the outset that it was well before the Korean war broke out that I agreed to make this talk under the title of "What's Ahead." Under present war or semi-war conditions anyone who tries to spell out the future is either a very reckless or a very foolish person.

Wishing to avoid being considered either reckless or foolish, I am making no predictions, but hope before I finish to suggest some thoughts that might have some bearing on our future as meat packers.

To start out, let's size up this meat packing business in terms of its important fundamentals.

The meat packing industry has six essential characteristics:

1. Ease of entry.
2. Large number of firms.
3. Lack of control over its supply of the various raw materials it uses.

4. Handling of a perishable product.

5. Rapid turnover of its product.

6. A basic and stable demand—people must eat.

These fundamentals, which must be recognized in all of our operations, not only permit but positively compel the keenest kind of competition. As a result, the meat packing business is a wonderful illustration of the working of competition in a free market.

The free market is the answer to the question of what goods and services are to be produced, and how much of each shall be produced, and what will be paid for these goods or services. The free market is the most democratic institution ever developed in an organized society. This is exemplified especially in the meat business where the combined opinions of all people on products, services, quantities, and prices are continually being polled. Thus the market reports daily and hourly what people want produced and what the rewards will be for such production.

It is our good fortune to be engaged in an essential business which is so completely responsive to the demands of the market place. We meat packers furnish a ready cash market for all of the livestock that producers want to sell day in and day out. We are distributors of essential foods and are important providers of employment. It is clearly apparent that we furnish a necessary service to society on a very economical basis.

After this review of the solid fundamentals upon which our business rests, let us turn to some of the uncertainties and probable difficulties of the future.

The next few years will see a heavy responsibility placed on industrial statesmanship.

While no one can be dogmatic about it, to me it seems reasonably clear that we are entering upon a new way of life, which will be with us for years.

We shall have to reconcile ourselves to the fact that a very large part of our national production will have to go for defense—not merely for a year or two or three, but for ten, 20, or 30 years.

Under these conditions, it will be

more than ever important that we do everything we conceivably can to preserve our system of free competitive enterprise. When political and economic freedoms are surrendered to the state, individual freedoms are lost. When individual freedoms are lost, we have lost whatever war we may have fought against whatever enemy, even though we may win the shooting phase of the war.

We are a nation of employees. I am an employee, as the majority of you are, of the great American industrial system that has given this nation the highest living standard on earth. Regardless of position, all of us have a real stake in the free enterprise system that makes our progress, our high standard of living possible.

The voices raised in behalf of more benefits through the state, rather than through private initiative, will become more numerous, more articulate in the years ahead. This is the challenge to industrial statesmanship. We must convince all of the people in all walks of life of the greater benefits to them of our present system. And the place to begin is with our own key men, our employees, and our neighbors in our own communities.

The second major problem we must squarely face is continuing inflation caused by the deficit financing of the federal government. The expenditures of the federal government for ordinary functions, *exclusive* of national defense and foreign aid, are triple those of 1939.

I believe our defense expenditures—now forecast for an annual rate of \$30,000,000,000 by June, 1951—will mount well beyond this in future years. It is imperative, therefore, that national expenditures for non-war purposes be cut to the bone and that sufficient taxes be levied so that the budget can be in balance. As citizens we should support those Congressmen and Senators who are fighting to effect economies. We should do this not only by our encouragement and our votes, but by opposing in our local communities public expenditures which, even though desirable, are postponable. The nation

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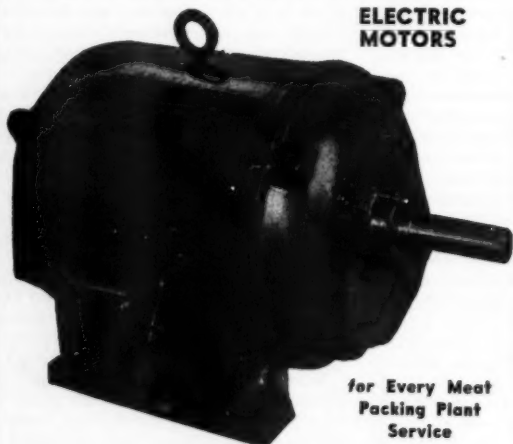
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simply should not tolerate expenditures for favored projects of special groups.

If we continue with deficit financing, we shall have more and more inflation and at an accelerated rate. There are people in Washington who think that inflation can be stopped by price ceilings, rationing and similar controls. We in the meat business can testify from past experience, real control is impossible and all that such efforts can result in will be a temporary concealment of the real pressures on the price structure with an aftermath of bigger and better black markets. In preventing inflation, there is no substitute for adequate fiscal policies.

Perhaps those who give only superficial consideration to this subject may think it is rather pleasant to have continually rising prices. I reject this philosophy because of the hardship it imposes on those with fixed incomes and the effect it has on the savings of all individuals. All history shows—we can witness it today in the Communist puppet countries—that the one sure way to destroy the social and economic system of a country is first to destroy the value of its money.

### **Danger in Situation**

From a purely selfish standpoint as meat packers, there is danger in the situation. Even though we may experience steadily rising prices as measured over a considerable period of time, because we deal in perishable products which are highly responsive to supply and demand conditions, we may very well have violent in-between declines in prices which will be very costly for the unwary.

We should recognize the true nature of inventory profits as distinguished from merchandising profits. We should realize that profits obtained merely as a result of a rise in prices will be just as easily lost when prices turn downward. Such profits should be held in reserve against such losses.

A third important problem for meat packers is that of our position with the public. We are greatly affected from the standpoint of public and governmental relations by the fact that the industry buys livestock which constitutes nearly one third of the farmer's income, and sells meat, which is so desired by consumers that they average to spend more than one fourth of their food budget for it.

As a result, meat packers are subjected to criticism despite the fact that the industry is highly competitive and its earnings are extremely modest.

Wedge in as we are between the producer, who very naturally wants the highest possible price for livestock, and the consumer, who just as naturally wants low prices for meat, it is perhaps understandable that there is thought to be political advantage in attacks on our industry.

My personal belief is that this is the motivation for such activities as the suit for dissolution of the four larger packers, and I hazard the guess that

we may expect further attacks as a prelude to and a buildup for meat rationing and price controls.

Because the meat packing industry is subjected to attacks for the reasons I have described, public relations activities such as those carried on by the American Meat Institute are extremely important. I urge each and every packer not only to support this activity but to engage in a public relations program of his own.

In our company, we have gone all out on this subject, including:

Personal contacts with producers and customers; speeches; advertising; publicity; films; booklets and other literature; visitors' tours; study courses in meat packing economics for educators and agricultural leaders, and education of employees not only on the functions of our business but also on the American way of life and the individual enterprise system.

I am sure that all of us can do a lot more of this very important work. I believe it will "pay off."

I recommend that every one of you leaders in our industry take stock of your intangible assets—as carefully as you do of the ham and bacon and sides of beef. Then try to figure out how you can build up your stocks of good will, understanding, and friends. We can never overstock on these inventories.

Let's remember that our employees are a very important part of our public. It is fundamental that management and labor should constantly strive for an increased understanding of each other's problems. We in management should take the initiative in improving the employee's understanding of our competitive enterprise system and how it serves the people.

### **Best Public Representatives**

Our employees are the best public relations representatives we have—or they may be the worst. I recommend that you try, as we are trying, to make the good ones better, and the poor ones good. In our complicated, modern business world, it's not enough to do a good job in buying, processing and selling. All those we serve must know that our conduct is as good as our products.

By our business leadership we must prove that only through competitive enterprise can consumers be assured of better products, our customers be assured of goods and services which mean more profit to them, producers be assured of good competitive markets, employees be assured of greater opportunity and security, and shareholders be assured of adequate returns on their investment.

Under the heading of greater returns for shareholders, I include, of course, profits that must be retained in the business. If the meat packing industry is to grow and to perform even more efficiently for livestock producers, retailers, and meat consumers, net earnings must be maintained at a level high enough to encourage research for fur-

ther improvement in quality of products and economy in production and distribution.

Profits are an important source of funds needed to provide for:

- a) Further capital expansion
- b) Faster modernization of facilities
- c) More scientific research
- d) Greater development of new and improved products.

Profits play a vital role as an incentive to risk taking in the investment of capital. In our own business profits retained have accounted for about one third of all the jobs held by Swift men and women. In other words, profits earned in the past, and invested in machinery, tools, buildings and other necessary assets, have made it possible to provide work for one third of our entire organization. That's a concept of the role of profits that is not realized by many people.

The benefits resulting from the use of earnings, not only aid the meat packing industry, but eventually are reflected back to producers of livestock and consumers of meat.

As we all know, the meat packing industry operates on a very small margin of profit. Certainly for the large investment, the great complexity of the business, and for the risks involved, we are entitled to make a better profit showing than 1.1c per dollar of sales which has been the industry's experience for the past 25 years.

I think all of this can be condensed to say that we must make our business economically sound and socially desirable.

From an economic standpoint, as judged by the usual standards of supply of raw material and markets in which to sell goods, the long term outlook seems favorable. It appears entirely probable that livestock production will show yearly increases for some time to come. It is a fortunate circumstance for us that a large increase in livestock production will be beneficial to our agricultural economy. Soil conservation means more grass and more grass means more livestock.

### **Profits in Livestock**

Further, because of improved knowledge making it possible to produce more pounds of meat from less pounds of feed, together with greater attention to livestock loss prevention, the raising of livestock should continue to be profitable for farmers.

A per capita consumption of 170 lbs. is entirely possible. By 1960 this nation will probably have a population of 170,000,000 people. To provide this population with 170 lbs. per capita will require nearly 29,000,000,000 lbs. of meat, or 6,500,000,000 lbs. more than will be produced in this country in 1950.

To produce this additional meat will require 1,000,000,000 bu. more corn or its equivalent in other feed and this, in itself, should go a long way toward solving the farm surplus problem.

Consumers may reasonably be ex-

pected to want more meat because of their recognition of the important place meat plays in the diet.

At this point I should like to add parenthetically that when we think of meat packing, we should think not alone of meat. We should remember the dozens of by-products which originate with the meat industry — everything from surgical sutures to leather for shoes. The value to human health of the pharmaceuticals which have their origin in our industry, as for example insulin and ACTH, cannot be overstated.

During the war years, millions of men and women in the armed services learned to eat far better meals than

(More HOLMES on page 248.)

## A Good Mixture of Business and Pleasure

1. Berth. Levi & Co., Inc., Chicago, representation. Seated: Harold Levi, treasurer; Mike Baker, Duke Reichenbach, Martin D. Levy, vice president, and Leonard D. Weill, secretary. Standing: E. Hertz, W. J. Wozniak, Al Freud, N. B. Berkowitz, Nate Ulick, Bob Sachs, H. H. Chichester, and Alex Lavenberg.

2. Some of the representatives of the Preservaline Manufacturing Co., New York. Seated: Louis Rosmarin, Tim Halpin, Ed Gisch and Lee J. Kenyon, president. Standing: Al Schaffner, Bruno A. Daube, John C. Rettburg, Bob Kenyon, Ted Brown, Joe Ryan and Ben Miller.

3. The Cincinnati Butchers' Supply Co., Cin-

cinnati, Ohio, was represented by the following: Seated: Carl Schwing, retired salesman; C. Oscar Schmidt, president; Wm. C. Schmidt, vice president; Herman C. Schmidt, chairman of the board. Standing: W. G. Hammann, Gus Schmidt, George McSweeney, R. L. Gibson, Eugene M. Kahn, Fred W. Stothfang, sales manager; James J. Black, Chicago office manager, B. R. Chapman, and Walt Hammann.

4. Seated: Roderick Smith, A. F. Schwahn & Sons Co., purchasing agent, Eau Claire, Wis.; Mrs. Fred Trenkle; Fred Trenkle, assistant plant manager, Armour and Company, Chicago, and John H. Beyer, Oscar Mayer & Co. Standing: George Dunlap, jr., Joe Green, H. Bender, Ed Mandernach, and George Dunlap, sr., of Geo. Dunlap Jr. Co., Chicago.

5. Merv Phillips, second left, v. p., Griffith Laboratories, with a group of customers and friends in the company's hospitality room.

6. Oppenheimer Casing Co. Seated: M. S. Holstein, vice president; Harry D. Oppenheimer, chairman of the board; Edward H. Oppenheimer, president; Bill Berger, vice president, and Leo Curran, Toronto manager. Standing: Ralph Dickman, Steve Greenfield, Herman Wolfe, Herman Goldberg, Joe Burke, Pete Reinach, and Bob Levaco, assistant sales manager.

7. Mrs. Daniel Dohm, jr., Dohm & Nelke, St. Louis, Mo.; Mrs. M. J. Ryan, Preservaline Manufacturing Co., New York; Mrs. Russel Young, Young's Packing Co., Decatur; Mrs. E. W. Gisch and Mrs. Louis Rosmarin, both of Preservaline Manufacturing Co., and Mrs. Norman Gross, Paul Lewis Laboratories, Milwaukee, Wis.

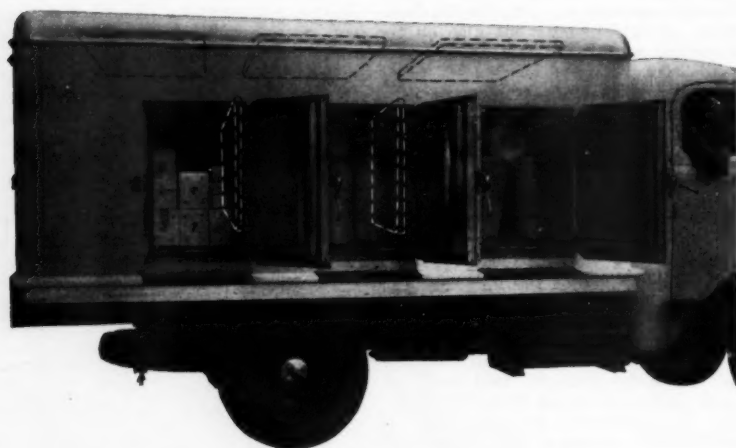
8. Henry Rottermann, president, Advance Oven Co., St. Louis, Mo.; Mrs. Henry Rottermann, Mrs. Eugene Meyer, Illinois Packing Co., Chicago; Miss Floris Rottermann, secretary, and M. H. Rottermann, vice president, both of Advance Oven Company, St. Louis.

9. Delegation from The J. S. Hoffman Co., Chicago. Seated: C. A. Faye, August Barbero, Harry I. Hoffman, president; J. J. Zahler, William Zeisel and Harry Miller. Standing: A. Weiss, B. C. Segner, W. F. Hellam, F. H. Savallisch, C. E. Heyman, M. E. Bush, R. C. Bourbeau and R. Miller Hays.

10. Sigi Wolff, Felix Epstein, president, and C. M. Cox, all of the First Spice Mixing Co., New York, N. Y.; Mrs. George Roman, George Roman, president, Roman Packing Co., Norfolk, Neb.; Harry Pett and William Kaufmann, both of First Spice Mixing Co.; Sam Mades, president, Mades Packing Co., Miami, Fla., and Marcus Moch, First Spice Mixing Co.

11. American Can Co. representatives. Seated: F. J. Dowling, sales division manager; W. C. Schultz, F. B. Newcomb, assistant manager of sales; M. P. Cortile, vice president, and W. J. Mullaey, retired. Standing: E. G. Weimer, T. K. Webster, Chicago district sales manager; W. H. Boettler, E. E. Finnegan, R. E. Fitzgerald, and H. H. Howry, manager, planning, Chicago.

12. C. J. Barbosky and T. K. Carney, both of John E. Staren Co.; Lester B. Bookey, Bookey Packing Co., Des Moines, Ia.; W. C. Westenberg, and John F. Staren, both of John E. Staren Co.



## Keep Truck Bodies DRY • COLD • ODORLESS for less than 10¢ per day

The cost of permanent truck refrigeration is unbelievably low compared to the use of wet or dry ice. You can refrigerate a truck and maintain predetermined temperatures throughout the longest day's run for less than a dime . . . by using Kold-Hold "Hold-Over" truck plates. These plates keep truck bodies clean, sweet, dry and odorless to eliminate losses from spoilage. They keep your products safe, clean, attractive and more saleable.

Kold-Hold "Hold-Over" truck plates take a minimum of space in the truck, permitting longer, more profitable runs be-

cause of adequate refrigeration.

### ASSURE SAFE MINIMUM TEMPERATURES

The temperature of the truck is controlled uniformly and accurately by Kold-Hold "Hold-Over" Plates when properly fitted to your truck and operating requirements. Some users need a small compressor mounted on the truck which can be plugged in at night to any 110 or 220 volt current. Others operate with direct connections to an existing plant ammonia line. The method is determined by your needs, the results are always the same . . . low cost, dependable truck refrigeration!

See your local refrigeration supplier or write us for details

## KOLD-HOLD

protects every step of the way

KOLD-HOLD MANUFACTURING CO., 460 E. Hazel St., Lansing 4, Mich.

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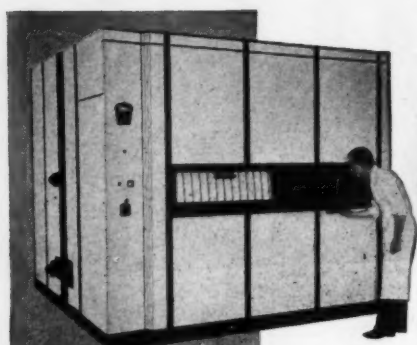
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#### CHECK THESE SPECIAL FEATURES

- All-steel and Aluminum Construction
- Thermostatic Heat Control
- Safety Burners
- Heatproof, Acid-proof Interiors
- Stabilized Shelves
- Simplified, Easy Cleaning
- Reduced Operating Costs
- Reduced Meat Shrinkage

**ADVANCE**

#### ... no more cracked or burned loaves!

Specify Advance Ovens and watch your loaf business profits grow. Efficient automatic controls, safety burners, and thermostatic heat controls assure superior products of finer appearance and flavor. Ruggedly constructed and oven-engineered for years of trouble-free service. Available in a variety of models and capacities... porcelain, aluminum, or stainless steel exteriors. Install Advance and get the best. Write today for details.



#### ADVANCE DIP TANKS...

gives loaves that rich, tasty, sales-producing crust. Economical, simple to use, easy to clean. Automatic heat control prevents smoking or shortening. Capacity, 9 to 12 loaves per dip. May also be used for paraffin and gelatin dips, browning hams and other products.

Write for details.

**OVEN COMPANY** 700 So. 18th Street, St. Louis 3, Missouri

Perfect Loaves  
**FASTER!**  
with  
**ADVANCE  
MEAT OVENS**

they did in civilian life. Meat was the mainstay of those meals. Now, more millions of American people are learning the importance of a good diet. Our industry is helping to teach them. Research laboratories, test kitchens, educational programs cost money—but they are worth their cost because of the service they render *people*. Educational and research programs on nutrition by our industry are putting more information into working use.

Popular as meat has been in the  
(More *HOLMES* on page 250.)

#### Upstairs and Downstairs at the Palmer House

1. L. L. Bing, jr., sales manager, and Joe Kovoloff, Chicago representative, both of The Adler Company, Cincinnati.
2. O. B. Smith, general sales and advertising manager, The Wm. Schludberg-I. J. Kurdle Co., Baltimore.
3. Holly Molding Devices, Inc., representatives included E. A. Harwell, regional sales manager, Cleveland; A. S. Reynolds, regional sales manager, Dallas, and G. S. Holly, vice president; S. C. Olson, regional sales manager, H. H. Holly, president, and W. L. Jones, general sales manager, all of Chicago.
4. R. C. Davis, Wilmington, Del.; M. M. Cleaver, Chicago; B. C. Robbins, merchandising research, Wilmington; R. M. MacDonald, merchandising research, New York, and A. J. Landman, merchandising research, Wilmington, all of E. I. du Pont de Nemours & Co.
5. Ed Hess, Ray Stephenson, Micky Guggenheim and Bob Seeley of Hess-Stephenson Co., Chicago, with J. Waldron, Roberts & Oake, Inc., Chicago.
6. B. C. Segner, J. S. Hoffman Co., Chicago.
7. J. M. Weyer, president, Van Loan & Co., New York.
8. W. O. Hess and A. A. Hess, sales, Continental Electric, Chicago.
9. H. F. Webster, president, and W. H. Hane, general sales manager, Denman Rubber Manufacturing Co., Warren, O.
10. Miss Safer, New York, and Benny Schwartz, B. Schwartz & Co., Chicago.
11. Seated: Mrs. P. J. DeLorme, Mrs. Bernhard Arens and Bernhard Arens, president, all of Bernhard's Sausage, Sheboygan, Wis. Standing: Edward Wax, president, Edward Wax Casing Co., Chicago, and P. J. LeLorme, Bernhard's Sausage.
12. Mrs. Jaumann, and A. F. Jaumann, LeLand Chemical Co., Inc., Milwaukee, Wis.
13. Raymond Wardynski, Frank Wardynski & Son, Buffalo, N. Y., and Jason B. Sabean, vice president, John E. Smith's Sons Co., Buffalo, N. Y.
14. Seated: Mrs. J. L. Quinto and Mrs. George Gardner. Standing: Joel Quinto, Zimmer Paper Products, Indianapolis; C. D. Mullinix, Mullinix Packages, Cincinnati; Mrs. Mullinix, and George R. Lohrey, president, The Lohrey Packing Co., Cincinnati.
15. Charles C. Iscovitz, broker of New York and Jersey City.
16. Moritz Marx, George Gunsberg and Dick Gunsberg, L. Gunsberg & Sons, Detroit, Michigan.



523 East Congress  
Detroit 26, Michigan

FRESH GROUND ASMUS PRODUCTS

**STAY FRESH**  
to the last ounce!  
**POLYETHYLENE**

- IS AIR TIGHT
- IS MOISTURE PROOF
- PREVENTS SHRINKAGE
- HOLDS FLAVOR

"FRESH SPICE FOR FLAVOR"

**ASMUS** SPICES  
AND SEASONINGS

**STAY FRESH**

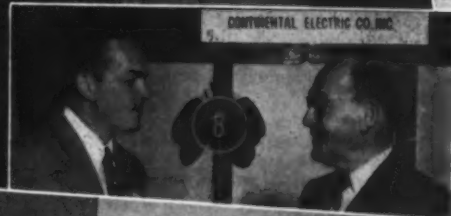
They're Sealed in

**POLYETHYLENE**

A SEASONING  
FOR EVERY VARIETY OF  
**SAUSAGE or MEAT LOAF**

- FRANKFURTER
- BOLOGNA
- PORK SAUSAGE
- BRAUNSCHWEIGER
- CHICKEN-LOAF
- OLIVE & PIMIENTO LOAF

**BULK OR PACKAGED**



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American diet, in the past, few people really have known how good meat is for them. Now they are learning about proteins, the building blocks of the body, that build and renew the living cells in muscles, tissue, and blood.

They are coming to know that the most valuable protein foods all contain what are known as amino acids. There are 23 different amino acids. Ten of them are *absolutely essential* to human health. All ten are found in meat as well as important vitamins like riboflavin, niacin, thiamin, and the newly discovered, very important vitamin B<sub>12</sub>, which, in its natural state, is found only in meat products.

It is to the advantage of all the people to teach them that meat is good for them. It is to the advantage of the nation, too. For a healthier people makes a stronger nation, with greater capacity for clear thinking, work, and production—all of which contribute substantially to a sound economic prosperity.

Through every available agency we must tell the exciting new story of nutrition. We must continue to support the National Live Stock and Meat Board, which has a proved record of performance over a period of more than 25 years.

Again, I urge unanimous support of the American Meat Institute's educational program. It, too, while only ten years old, has proved its great worth.

## Photographed in the Exhibit Hall and Lobby

1. Daniel Koss, secretary, and Bob Tartow, sales representative, both of Standard Casing Co., New York, and J. A. Kratage, owner, Ace Packing House, Detroit.
2. Rodney Reinbold, E. G. James Co., Chicago; R. D. Lightfoot, sales, Reynolds Electric Co., River Grove, Ill.; Ed Hendricks, E. G. James Co., and Charles Costello, sales, Detecto Scales Inc., Brooklyn.
3. W. H. Riske, Chicago Caster & Equipment Co., Chicago, and John Fowler.
4. S. A. Granche, sales engineer, and R. C. Allen, manager, Allen Gauge and Tool Co., Pittsburgh.
5. A. F. Pahlke, technical advisor, American Dry Milk Institute, Chicago.
6. O. C. Johnson, research department, and J. R. Hughes, sales, both of Continental Can Co., Inc., Chicago.
7. Robert M. Perkins, vice president; William Karius, service engineer, and Charles Gartrell, service engineer, all of Linker Machines, Inc., Newark.
8. G. A. McDonald and Walter Fiedler, sales, and H. A. Crown, technical sales, all of the staff of Corn Products Refining Co., New York.
9. Mr. and Mrs. R. Freedman, president, Dirigo Sales Corp., Boston.
10. H. B. Howe, president, Howe Ice Machine Co., Chicago; W. W. Morgan, president,

- Arctic Engineering Corp., Chicago, and W. A. Gebhardt, president, Advanced Engineering Corp., Milwaukee.
11. T. Ronald Allen, sales manager, Interstate Folding Box Co., Middletown, Ohio.
  12. H. F. Daley, sales representative, Paperlynen Co., Chicago.
  13. John A. Julian, president; Lorraine Julian, secretary; Joseph McIntyre, engineer, and V. I. McCaffery, engineer, all of Julian Engineering Co., Chicago.
  14. I. Heymanson, president, and C. B. Jensen, chief engineer, Atmos Corp., Chicago.
  15. R. H. Skadow, sales; W. F. Payton, sales; Margaret Pfeiler, demonstrator, and J. H. Payton, president, Great Lakes Stamp & Manufacturing Co., Chicago, Ill.
  16. Sam Valonie, president, Preston Iron Works, Detroit; Oscar Biedermann, president, St. John & Co., Chicago, and Harold E. Seideman, manager packinghouse equipment, The Enterprise Manufacturing Co. of Pennsylvania, Philadelphia, Pa.
  17. John Lambert, Chicago sales representative, and D. E. Sheffer, representative, both of Ken-Rad Lamp division, Westinghouse Electric Corp., Owensboro, Ky.
  18. S. M. Kurrie, regional supervisor, and R. A. Winsor, assistant sales manager, both of the industrial soap division of Armour & Company, Chicago.

This program benefits the whole industry from producer to retailer and certainly is of great benefit to every pack-

er regardless of size. Last fall's campaign to promote pork was proof of this (More HOLMES on page 252.)

## K-M Serves all Important Markets!

- EXPERIENCED MEN AT ALL BUYING POINTS
- THE VITAL LINK BETWEEN YOU AND PROFITABLE LIVESTOCK BUYING
- A WELL-PLANNED AND CONVENIENT HOOK-UP
- WORLD'S GREATEST LIVESTOCK BUYING ORGANIZATION
- USE OUR LOSS AND DAMAGE CLAIM DEPARTMENT WITHOUT CHARGE

There is an experienced K-M livestock buyer at all important midwest markets always at your service! Regardless of the types of livestock that your business requires for profitable, efficient operation, KENNETT-MURRAY, a single organization, can fill your blanket orders more economically and to your greater satisfaction. KENNETT-MURRAY'S Livestock Buying Organization is backed by 65 years of service to packers... put this "know-how" to work for you! Contact one of the conveniently located KENNETT-MURRAY offices today!

## KENNETT-MURRAY

65 Years Serving the Meat Packing Industry

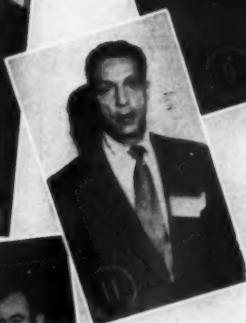
### KENNETT-MURRAY LIVESTOCK BUYING SERVICE

#### CONVENIENTLY LOCATED

Payne, Ohio	Bloomington, Ill.
Jackson, Miss.	Sioux City, Iowa
Omaha, Neb.	Lafayette, Ind.
Jonesboro, Ark.	Indianapolis, Ind.
Ft. Wayne, Ind.	Detroit, Mich.
Dayton, Ohio	Cincinnati, Ohio
Louisville, Ky.	Montgomery, Ala.
Nashville, Tenn.	Florence, S. C.

### KENNETT-MURRAY LIVESTOCK BUYING SERVICE

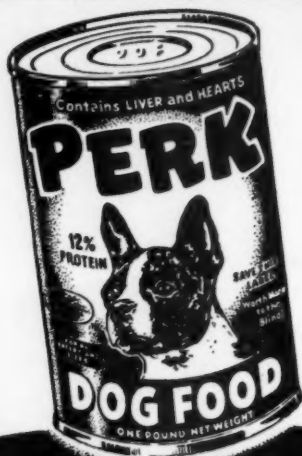




## EYES for the BLIND



**DOG OWNERS:**  
You can actually provide "eyes" for the blind... the eyes of a Trained Guide Dog... simply by saving Perk Dog Food labels. When you buy Perk Dog Food, tear off the name "Perk". Mail it to Master Eye, 31 E. Congress St., Chicago 5, Illinois. Thus you enable Master Eye Foundation to raise funds to provide guide dogs free to the blind, regardless of race, creed or color. Read full details on the label. Your dog will love Perk — it's America's meatiest dog food, especially enriched with livers and hearts. No other food is needed. Usually priced lower than other quality brands.



**SAVE PERK  
DOG FOOD LABELS  
HELP the BLIND  
Own Trained Guide Dogs FREE**

**PERK DOG FOOD CO.**

500 N. DEARBORN ST.

CHICAGO 10, ILLINOIS

# AUTO-LITE

**TEMPERATURE INDICATORS**

*For your specific needs!*

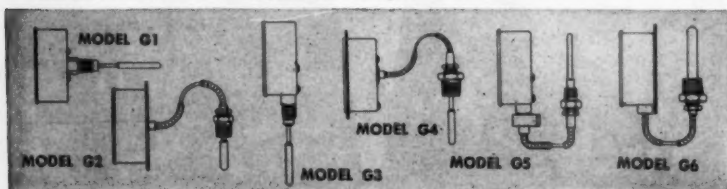
- ★ Precision-built indicators provide accurate temperature readings.
- ★ Low-cost protection... due to large, specialized production.
- ★ Wide selection of dial ranges to meet specific requirements.
- ★ 6 stock types available as shown.

**THE ELECTRIC AUTO-LITE COMPANY**  
INSTRUMENT AND GAUGE DIVISION  
TOLEDO 1, OHIO  
NEW YORK • CHICAGO • SARNIA, ONTARIO



Dept. M-10

Select the type that is best for your purpose. 3 1/2" dial; evenly calibrated scales. From \$18 up.



and shows what an industry can do to help itself.

It seems a pity that in this day of competitive industry-wide advertising there should still be a considerable number of our members who are unwilling to give financial support to this program, which, I repeat, benefits every meat packer.

In this discussion I have reviewed the characteristics of our business. Intense competition, and free markets are not only essentials which we live and work by, day in and day out, but also are fundamentals of America's free enterprise system which all of us must strive to retain.

I have also tried to anticipate what  
(More HOLMES on page 254.)

## Packers and Some Friends

1. Walter J. Best, Best & Donovan, Chicago; Charles E. Herrick; Jay C. Hormel, chairman of the board, Geo. A. Hormel & Co., Austin; S. C. Bloom, consulting engineer, Chicago; and William D. Donovan, Best & Donovan, Chicago.
2. H. H. Meyer, president, H. H. Meyer Packing Co., Cincinnati; J. R. Jones, provision manager, Geo. A. Hormel & Co., Austin, and John E. Groneck, provision manager, Krey Packing Co., St. Louis.
3. J. J. Hewitt, manager lard department, Agar Packing & Provision Corp., Chicago, and Floyd Segel, vice president, Wisconsin Packing Co., Milwaukee.
4. Joseph Martin, president, Carla Products, Glenview, Ill.; Allen C. Mayer, plant manager, Oscar Mayer & Co., Davenport, Ia., and Frank Nicholas, manager, Carla Products.
5. Edward Oppenheimer, president, Oppenheimer Casing Co., Chicago; H. D. Oppenheimer, chairman of the board of Oppenheimer Casing Co. and Transparent Package Co., and Seymour Oppenheimer, president, Transparent Package Co., Chicago.
6. F. B. Nickerson, Commodity Appraisal Service, Chicago, and Albert L. Roth, purchasing agent, Krey Packing Co., St. Louis.
7. Nat Pincus, vice president, Bernard S. Pincus Co., Philadelphia; Harry K. Lax, F. C. Rogers Co., Philadelphia; Jean Ryan, THE NATIONAL PROVISIONER, and G. W. Cook, president, Emmert Packing Co., Louisville.
8. Earl Hillyard, Karl Zimmerman and Russell D. Schrader, president, all of Schrader's Meat Products, Rochester, N. Y.; Mrs. Young and W. C. Young, Griffith Laboratories, Chicago.
9. F. M. Legenza, purchasing agent; Fred Hammant, plant superintendent; Elmer Spath, canned meat department, all of Agar Packing & Provision Corp., Chicago, and James M. White, D. J. Gallagher, broker, Chicago.
10. R. C. Munnecke, president, and F. H. Loth, chief engineer, both of P. Brennan Co., Chicago.
11. Clarence J. Muth, Packing House By-Products Co., Chicago, and Jim Murphy, Russell Packing Co., Chicago.
12. Jerry Seyell, purchasing agent; Ellard Pfaltzer, vice president, and William E. Mathews, meat and fabricating division, all of Pfaltzer Brothers, Inc., Chicago.
13. B. Freeman, general superintendent, Burns & Co., Ltd., Calgary, Alberta, Canada, and H. P. Henschien, architect, Henschien, Evers & Crombie, Chicago.
14. Sig Adler, Sig Adler & Co., Chicago, and Al Klopot, Apex Packing Co., Chicago.

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problems lie ahead. In recognition of these problems, it appears obvious that we should endeavor to do the following:

1. Convince our own employees, our neighbors and others of the merits of the American way of life.

2. Urge greater economy in government expenditures for non-war purposes to reduce the dangers of deficit financing and inflation.

3. Operate our businesses as efficiently as we can. The production of wholesome foods and other products is essential to the well-being of our nation whether it be at peace, in mobilization, or at war.

4. Sell not only our products, but our good behavior as well. We can never have too large an inventory of good will.

5. Strive for greater profits that will assure adequate expansion, research, employment, better service to producers, retailers, and consumers, and a fair return to shareholders.

6. Plan our business to meet the changing demands of a growing nation.

7. Tell the story of meat—how it provides health and strength for our nation.

8. And finally, go all out in support of our industry's educational programs.

Our goal is an even higher standard of living. That requires more capital, greater initiative, stronger faith, abil-

(More HOLMES on page 256.)

## If I'd Known YOU Were Coming I'd Have —

1. Representing Hayssen Manufacturing Co., Sheboygan, Wis., were: Sid Lerner, jr., Memphis; L. C. Johnson, Portland, Ore.; F. E. Miller, Columbus; J. C. Johnston, divisional sales manager, Sheboygan; R. P. Wilson, Atlanta; George Clark, service engineer, Sheboygan; Frank Zerad, Chicago, and Russell Clayton, Chicago.
2. George N. Keyser, sales, Arkell Safety Bag Co., Chicago.
3. H. A. Hensel, president, H. A. Hensel Tying Machine Co., Milwaukee, Wis.
4. Leo Kraus, sales; Joe Mellon, sales, and C. B. Upton, vice president, The French Oil Mill Machinery Co., Piqua, Ohio.
5. Henry A. Heckel, Chicago sales manager; H. C. Pfister, vice president, and E. H. Nicholson, advertising and promotion manager, all of U. S. Slicing Machine Co., La Porte, Ind.
6. F. J. Kocarek, J. M. Hagberg, R. H. Freeman, sales manager, and P. G. Freeman, all of Miller Wrapping and Sealing Co., Chicago.
7. Wm. C. Schmidt, vice president; James J. Black, Chicago representative; C. Oscar Schmidt, president, and Walt Hammann, southeastern representative, all of The Cincinnati Butchers' Supply Co., Cincinnati.
8. B. E. Hiles, sales manager, Aluminum Cooking Utensil Co., New Kensington, Pa., and C. D. Greeno, industrial sales, Aluminum Cooking Utensil Co., Chicago.
9. Col. Victor F. Sheronas, president, Sellers Injector Corp., Philadelphia, Pa.; Phil Raymond, Chicago representative and Col. C. B. Sheronas, Florida representative.

10. Ray T. Townsend, president; Mrs. A. F. Townsend; Andy F. Townsend, vice president, and Mrs. Kern Blair, all of Townsend Engineering Co., Des Moines.
11. R. Harris, assistant to advertising manager, The Globe Co., Chicago.
12. Charles J. Renard, Kennett-Murray Co., Indianapolis; Otto Weber, vice president, Stahl-Meyer, Inc., New York, and Harry L. Sparks, H. L. Sparks & Co., National Stock Yards.
13. W. H. McCormac, sales engineer; D. W. Crane, sales manager, both of The V. D. Anderson Co., Cleveland, Ohio; Ellwood Johnson, mechanical superintendent, John Morrell & Co., Ottumwa, and J. C. Lundmark, sales engineer, The V. D. Anderson Co., Chicago.
14. T. E. Foster, sales, Rock Island, Ill., United Cork Companies.
15. J. V. Jamison, III, president, Jamison Cold Storage Door Co., Hagerstown, Md., and Jack Reynoldson, United Cork Co., Madison, Wis.
16. J. V. Jamison, jr., chairman of the board, and F. H. Wagner, jr., sales manager, both of Jamison Cold Storage Door Co., Hagerstown, Md.; J. F. Stone, general sales manager, insulation division, Johns Manville Sales Corp., New York, and A. C. Hoffbauer, Chicago sales, Jamison Cold Storage Door Co.
17. Raymond H. Starr, Koch Supplies, Kansas City, Mo.
18. P. J. Braun, meat technician; R. L. Nagle, division manager, and H. C. Homer, meat technician, all of A. E. Staley Manufacturing Co., Decatur, Ill.

# Selectro SCREENING UNITS

for Packing House By-Products.

Sizing — Fluff Removal, Etc.

for Waste Disposal



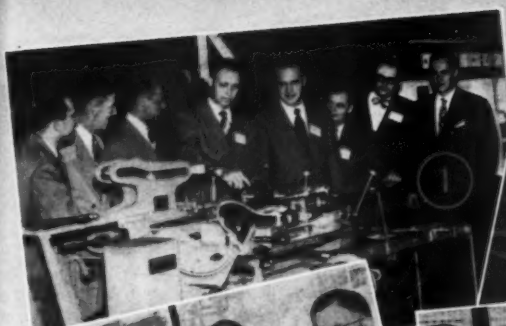
Fully Enclosed, Double-Deck Unit, With Wide, Rectangular Discharge Openings.

- Used Extensively in both Meat Packing and Rendering Plants
- 20 Years of Specialized Screening
- Engineered Screening Jobs for Efficient Service
- "Selectro" Units Feature Adjustable Positive Eccentrics and Full-Tilt Adjustment

✉ WRITE FOR DETAILED INFORMATION

**PRODUCTIVE EQUIPMENT CORP.**

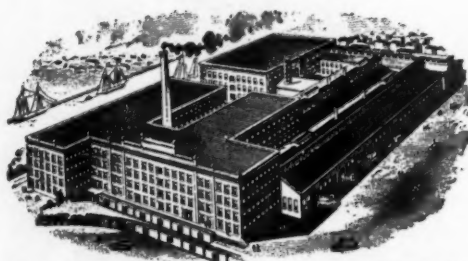
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# THE HORWICH, VITKIN CO.

2333 SOUTH PAULINA STREET  
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Main Plant and Office in Chicago

Established 1904

## GOSHEN HYDRAULIC PRESSES

For Lard, Tallow, Tankage  
Sheepskins and Leather

**EFFICIENT • ECONOMICAL**



Complete Stock of Hydraulic Press Supplies

**THOMAS-ALBRIGHT CO.**

GOSHEN, INDIANA

HOLMES from page 254

ity and the courage of our convictions to speak out and fight for what we think is right.

Gentlemen, I am sure that with all the skill and leadership demonstrated in our industry through nearly a century including two world wars, we shall be able to surmount the difficult problems ahead.

**CHAIRMAN H. H. MEYER:** The business session will now come to order. First on the program will be a report of the treasurer by the assistant treasurer, Roy Stone.

*(The report of the treasurer was (Business meeting on page 258.)*

### Everybody Had a Good Time Here

1. E. J. Kunkel, director of hog buying, The Cudahy Packing Co., Omaha; Harry L. Sparks, president, H. L. Sparks & Co., National Stock Yards, and R. C. Kamm, traffic manager, St. Louis National Stock Yards Co., National Stock Yards.
2. R. K. Kurze, president, Kadiem, Inc., New York, N. Y.
3. Representing H. J. Mayer & Sons Co., Inc., Chicago. Seated: Charles F. Mayer, president; S. A. Mayer, secretary, and F. A. Mayer, vice president. Standing: M. C. Dakin; Frank T. Bredigam, chief chemist, and H. J. Addison.
4. Group of guests in the E. G. James Co., Chicago, hospitality room.
5. H. M. McIntosh, Girdler Corp., Louisville, Ky.
6. T. M. Townsend, Lester Kilmarx, vice president; B. C. Peters, and M. C. Kramer, all of Pure Carbonic, Inc., New York.
7. Chester A. Olsen, director of sales, Materials Transportation Co., Chicago.
8. Fred Stothfang, advertising manager, Cincinnati Butchers' Supply Co., Cincinnati.
9. Representing Continental Can Co., Chicago: W. B. Larkin, division sales manager general line; N. M. Potts, district sales manager, and W. F. Coleman, assistant sales manager.
10. Harold E. Smith and Mrs. Smith and Mrs. Walter Richter, all of John E. Smith's Sons Co., Buffalo, N. Y.
11. J. B. Hopkins, Milprint, Inc., Milwaukee; E. J. Wallstrom, Carson Packing Co., Philadelphia, and Harry Homer, Milprint, Inc.
12. Daryl Houdeshell, manager meat packing division, and LaVerne Pehowski, both of Milprint, Inc., Milwaukee.
13. Jerry Clair, Republic Food Products Co., Chicago, and M. P. Cortilet, vice president, American Can Co., Chicago.
14. Leonard Luft, Hamburg Casing Co., New York, N. Y.; J. T. McDonald, C. R. Vann, president, Ohio Natural Casing Co., Newark, Ohio, and Louis Lupoff, Hamburg Casing Co.
15. Henry Deutinger, president, Aula Co., New York, N. Y.
16. Harold DeFord, Jim Hogan and George Sunderland, all of Sunderland and DeFord, brokers of Chicago.
17. Phil DiNuoscio, Grand Duchess Steaks, Akron; Irwin Pire, Claire Mont Meat Products, Inc., Eau Claire, Wis., and Harry H. Snyder, Grand Duchess Steaks.





approved. After the nominating committee made its report, a motion was made and carried that a unanimous ballot be cast for those nominated by the committee. See page 107 for the new officers.)

**CHAIRMAN H. H. MEYER:** The nominating committee has a recommen-

dation for study during the ensuing year. The nominating committee has recommended to the board of directors that during the next year consideration be given by the board to the question of making sausage members eligible to be members of the board of directors. At the present time the by-laws require that directors shall be elected by and

from the general members of the Institute. Sausage members, however, do not hold general membership, but are members of the sausage manufacturers division. The board has agreed to consider this recommendation.

We now declare the forty-fifth annual meeting over.

(The meeting ended at 11:20 a.m.)

## SOME DELEGATIONS FROM SUPPLY HOUSES AND VISITING PACKERS

1. Seated: L. W. Darling, Andar Metals, Chicago; Sam Barliant, president, and J. S. Banks, both of Barliant & Co., Chicago. Standing: Jack Breadman, president, Bee Products, Chicago.

2. Harry Homer, sr., A. E. Staley Manufacturing Co., Decatur, Ill., and Harry Homer, jr., Milprint, Inc., Milwaukee.

3. Walter L. Pharo, manager refrigeration sales, York Corp., York, Pa.; J. J. Floreth, vice president, and S. M. Miner, both of Westerlein & Campbell Co., Chicago.

4. E. H. McClain, F. B. Schottelkotte, chief engineer; R. L. McTavish, vice president, and John A. Dupps, president, all of The John J. Dupps Co., Germantown, Ohio.

5. E. Murray Browne, E. M. Browne & Co., Inc., New York; C. E. Dippel, president, C. E. Dippel & Co., New York; Karl E. Groeneveld, Groeneveld Co., Inc., New York, and William Parenti, partner, O. Parenti & Sons, Brooklyn.

6. Seated: W. W. Ashley and Lee A. Hayward of Daniels Manufacturing Co., Rhine-

lander, Wis.; Bob Handley, advertising manager, Sylvania division, American Viscose Corp., New York, and J. S. Daniels, president, Daniels Manufacturing Co. Standing: John Keth, Sylvania division; Harvey W. Wernecke, vice president, THE NATIONAL PROVIDER, Chicago; Lee R. Swift and E. A. Burchard, both of Sylvania division, and C. W. Zuehlke, Daniels Manufacturing Co.

7. Hal Hall, and Ed Schoenthaler, Central Waxed Paper Co., Chicago.

8. H. A. Scherer, Dr. A. O. Lundell, John G. Allbright and Norman J. Allbright, all of The Allbright-Nell Co., Chicago.

9. Seated: Ray S. Waite, vice president; Lee Mathison, and A. F. Zavodsky, president. Standing: Frank Daniele, jr., and Ralph Mecum, all of Aromix Corp., Chicago, with M. W. Bessert, product controller, Oscar Mayer & Co., Madison.

10. F. J. Fahrenkamp, president, and C. E. Lovelette, F. J. Fahrenkamp & Co., Chicago.

11. Jim Baker, Jim Baker Associates, Inc., Milwaukee; Lee Parrot, treasurer, Parrot

Packing Co., Fort Wayne, Ind., and Henry Dillon, Jim Baker Associates.

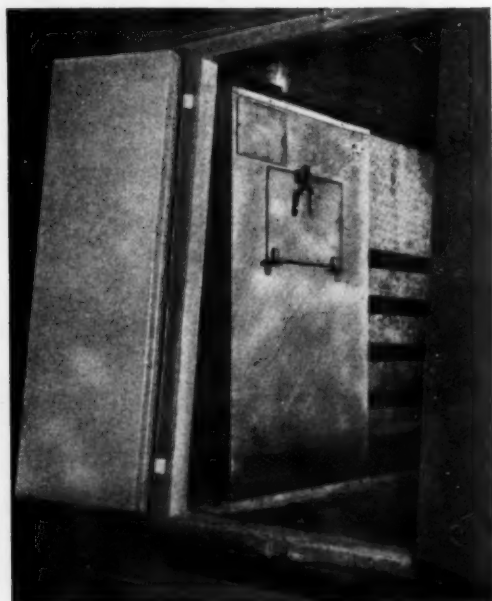
12. J. M. Knight, R. H. Cannon and E. Murray Williams, all of Tennessee-Eastman Corp., Kingsport, Tenn.

13. L. H. McMurray, L. H. McMurray, Inc., Indianapolis, and George W. Stark, president, Stark, Wetzel & Co., Indianapolis.

14. Norman J. Allbright, The Allbright-Nell Co., Chicago; Paul A. Tarnow, general manager, Herman Sausage Co., Tampa, Fla., and John G. Allbright of ANCO.

15. S. E. Juratovic, International Minerals & Chemical Corp., Chicago; Dave Nay, Wm. J. Stange Co., Cleveland; Eileen O'Brien, O. C. Peterson and Jim Brannigan, all of International Minerals & Chemical Corp.

16. Seated: Lloyd W. Darling, owner and manager, Andar Metals, Inc., Chicago; Elmer Keebler, Keebler Engineering Co., Chicago, and E. Gooden, president, Dallas Packers Supply Co., Dallas. Standing: George W. Smale, president, Smale Metal Products Co., Chicago, and Bob Wilkinson of Keebler.

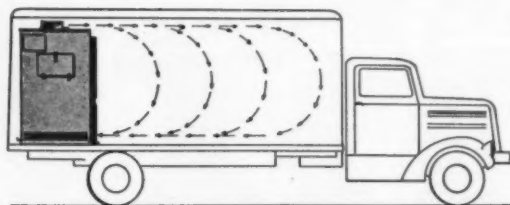


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Back up your Sales Department by delivering your product in D & G well refrigerated trucks. Your product received in perfect condition makes for happy customers.

D & G REFRIGERATION pays big dividends . . . protected shipments bring top prices. D&G's electrically operated refrigeration units circulate a maximum amount of chilled air throughout the truck. Water ice or dry ice, or a combination of both.



### SPECIFICATIONS

	No. 2027	No. 2038
SIZE.....	19"x28"x60"	19"x38"x63"
ICE CAPACITY.....	450 lbs.	650 lbs.
WEIGHT.....	275 lbs.	350 lbs.
MOTOR.....	Six or twelve volt, direct current	
FAN.....	Eight-inch Blower type (Squirrel cage)	
12-gauge steel galvanized after fabrication		

• Write for details of these low-cost, economically-operated D & G Units today!

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## Bailey on Agriculture

(Continued from page 208.)

now, has brought much ingenuity to the front in plowing, seeding and harvesting

farm products by mechanical means.

Your acceptance of The Challenge of Agriculture is not confined to prices and prospects. You want the farmer to operate on a long range profit basis and

see the whole structure of country life built up to the highest state of prosperity measured by success in all lines of endeavor. You want farming to be insured against any economic tornadoes

## If You Didn't Come in 1950, Make It in '51

1. Seated: Edward Bohrer, Canton Provision Co., Canton, Ohio; Marvin Asmus, jr., Asmus Brothers, Detroit; Mrs. Edward Bohrer, Louis J. Asmus, Asmus Brothers, and Loretta Eckrich Fritz, Peter Eckrich & Sons, Inc., Ft. Wayne, Ind. Standing: Art Bettas, Herrud & Co., Grand Rapids, Mich.; Marvin Asmus, sr., and Harry J. Elliott, both of Asmus Bros., and H. R. DeCressey, The Globe Co.  
2. Pavia Process, Inc., Washington, D. C., representatives included: Albert J. Kramer, president; Win Miller, Charles Pavia, chairman of the board; D. W. Rogers, vice president, and W. B. Butcher.  
3. Seated: Andrew T. Terry, president, Mongolia Importing Co., New York, and Ira Merland, John Morrell & Co., Ottumwa. Standing: P. H. Turner, George F. Reichert and L. R. Stupnick, all of Mongolia Importing Co.  
4. From Marathon Corp., Menasha, Wis. Seated: W. E. Adcock, Velda Handrich and E. V. Krueger. Standings: Don Truax, John Bonini, R. E. Bonini, William Townsend and Phil Rundquist.  
5. Seated: W. W. McCallum and L. P. Cross, both of Kartridg-Pak Machine Co., Chicago, and Harold Mayer, Oscar Mayer & Co., Chicago. Standing: Tom Cross, Ralph Brown, Ed Katzenberg and D. W. Zellar, Oscar Mayer.

6. Mr. and Mrs. Carl Erickson, Central Fibre Products Co., Waterloo, Ia.; Miss Nell M. Higgins, Chicago; W. R. Hemrich, advertising manager, Visking Corp., Chicago, and Miss J. Brunick, Chicago.

7. Seated: Ray Beerend, Karl Rein, D. L. Gruber and Paul Wood, all of Basic Food Materials, Inc., Vermillion, Ohio. Standing: Norm Brammell, Louisville Provision Co., Louisville, and Harry S. Paes, Bill Weingarten and Joe Bentley of Basic Food Materials, Inc., and Preston D. Stowell, Klarer Provision Co., Louisville.

8. Ed Vierthaler, engineer; Mrs. Ed Vierthaler; Mary Sowa, demonstrator; Henry A. Hensel, president; Mrs. E. W. Hensel, secretary-treasurer, and Miss Arlene Hensel (daughter), all of Hensel Tying Machinery Co., Milwaukee.

9. Premier Casing Co., Chicago, representatives. Seated: A. E. Weil, Dan Summer and Milt Weglein. Standing: Bob Bechstein, Jack Shribman and Jean Hax.

10. Milt Weiss, broker, Milt Weiss Co., New York, N. Y.; Bob Sealy, Hess-Stephenson Co., Chicago; Emmett Stedd, provision department, Armour and Company, Chicago; Ed Hess, Hess-Stephenson Co., Chicago, and Ben Goulding, manager, Dubuque Packing Co., Chicago.

11. Seated: Fred J. Copeland and Elmer J. Koncel, both of Kray Packing Co., St. Louis, Mo. Standing: E. A. Burchard, Lee R. Swift, A. J. Horgan, John Keth and Bob Handley, all of the Sylvania division of American Viscose Corp., New York.

12. Seated: Paul Schoepflin, president, and O. F. Gilliam, both of Niagara Blower Co., New York, and N. H. Breiby, mechanical superintendent, Oscar Mayer & Co., Madison. Standing: R. S. Jones, T. V. Lorenz, and J. E. Douglas, all of Niagara Blower Co.; Jack Reynoldson, United Cork Companies, Madison, Wis., and A. A. Schramm, plant superintendent, Oscar Mayer & Co., Madison, Wis.

13. S. J. Warren, G. H. Kruhn, C. L. Farmer, A. R. White, Z. V. Zbornik, Frank Ryan, W. C. Mahoney, C. R. Phillips, H. W. Clubb and C. A. Bastow, all members of casing division, The Cudahy Packing Co., Omaha.

14. Meat Industry Suppliers, Chicago. Seated: Hank Freedman, office manager; Sol Morton, president, and Ralph Kaufman. Standing: Ed Friedman; Harold Colbin, chief chemist, and John Lowe.

15. Seated: J. D. Foran, Paul J. Schlueter and M. A. Foran. Standing: Harry G. Murphy, Bob Lindahl and Al Peters. They are all representatives of Milwaukee Spice Mills.



## GREETINGS, PACKERS!

A substantial part of the tonnage of this big mill of ours is used to excellent purpose in your fine industry. We're all working overtime here building another paper machine—Number Eight—so that still more of those good Rhinelander Glassine and Greaseproof papers will be available to meet your growing demands for more and better meat packaging.



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that might blow, by having profitable incomes throughout the year from balanced crop programs. It will gratify you to travel around the countryside and observe lands that are green and productive, free from the weakening effects of soil erosion. You will enjoy viewing commodious homes, equipped with modern conveniences, where families may live in well-earned comfort. You will appreciate the improved living conditions due to the progress of education.

You will also feel a great degree of security in the individual ownership of farm lands that are homes, that are not for sale, and that will not contribute to an unhealthy and unwise spiralling of real estate prices. You will derive much satisfaction from the knowledge that lands are owned and occupied free of debt, and will be encouraged to carry on with an eye to future security in the consciousness that there are adequate reserves, set aside from profitable years to provide for any contingencies that may arise in the uncertain future.

There are many indications that those who follow agriculture as a business will be up and doing through these years in which we must readjust our business lives. Farmers have made a lot of progress. They are not standing still. They are looking to the future. It might be a

good idea, while we are looking into the status of the farmer, to make some analysis of our own position in busi-

ness, for the purpose of determining whether we have made as much progress. (More Bailey on page 264.)

## Conventioners Have Weary Ears

1. Front row: Elmer Spath, canned meat department, Agar Packing & Provision Corp., Chicago; George Whitting, jr., Whitting & Austin, Chicago provision brokers; Ken Mahon, Mickelberry Food Products Co., Chicago, and Edmund P. Burke, vice president of Agar. Second row: H. T. Crosby of Mickelberry; William G. Harke, provision department, Swift & Company, Chicago; George W. Whitting, Whitting & Austin; J. C. Derby, variety meats department, Armour and Company, Chicago; J. H. Bender, provision department, Rath Packing Co., Waterloo; Gordon B. Austin, and Carl F. Cipolla, both of Whitting & Austin.

2. Mrs. J. J. O'Reilly; J. J. O'Reilly, beef sales, Armour and Company, Chicago, and (back) Pete Golas.

3. Seated: M. A. Leser, president, and G. E. Raphael, secretary, both of J. G. Leser Co., and W. C. Mahoney, The Cudahy Packing Co., Omaha. Standing: C. A. Albrecht, and Frank Bergen, both of Reimer Sausage Co., Oshkosh, Wis.; Frank Ryan, The Cudahy Packing Co.; Grace Farrell, Julius Nathe Meat Co., Winona, Minn.; S. J. Warren, The Cudahy Packing Co.; Mrs. Frank Berger, and A. R. White, The Cudahy Packing Co.

4. Mrs. J. P. Davis, and Mrs. Ben White, White Packing Co., Salisbury, N. C.; Mrs.

Carl Schwing, sr., and Carl Schwing, sr., The Cincinnati Butchers' Supply Co., Cincinnati, Ohio; Ben B. White, vice president, and Mrs. Fred Koontz, both of White Packing Co.

5. Charles Dickson, livestock service department, Krey Packing Co., St. Louis; M. W. Tomkin, sales manager, Embosograf, Chicago; William M. Swartz, vice president, Embosograf; Elmer T. Koncel, personnel director, John Krey Stephens, vice president, and Paul S. Carothers, merchandising manager, all of Krey Packing Co., and J. J. Sager, president, Embosograf.

6. Seated: Bert Maus, and R. A. Bateman, both of Geo. A. Hormel & Co., Austin; D. M. Black, Kingan & Co., Indianapolis. Standing: C. W. Whitford, The Visking Corp., Chicago; R. E. Bonini, W. E. Adcock, W. H. Townsend and E. V. Krueger, all of Marathon Corp., Menasha, Wis.

7. H. P. Smith Paper Co., Chicago, representatives. Seated: Bill Icke, Matt Keane, Ev Shelby, and Jack Pendexter, sales manager of the meat division. Standing: Earl Townsend and Jack Woods.

8. H. Turner, beef sales, Armour and Company, Chicago; Mrs. H. Turner, Mrs. Eckstrom, Mrs. L. Smith, and Mrs. E. O'Reilly.

9. Seated: A. L. Schwartzman, Schwartzman Packing Co., Albuquerque, N. M.; Mrs. A. L. Schwartzman, Paul G. Rohling, Cronkhite-Bosanko Supply Co., Denver; Mrs. J. C. Schwartzman and Lee Heighton, Cronkhite-Bosanko Supply Co. Standing: Andy Schnell, Preservalline Manufacturing Co., New York; Al Freud, Berth. Levi & Co., Inc., Chicago; J. C. Schwartzman, Schwartzman Packing Co., and Oscar Oberle, Schwartzman Packing Co.

10. Group of packers pictured at The Cudahy Packing Co. cocktail party.

11. Seated: Edward Karp, Omaha Packing Co., Boston; Mrs. C. Rothschild, Phil Rothschild, M. Rothschild & Sons, Chicago, and Mrs. P. Rothschild. Standing: Harold Bloch, Carl Rothschild, both of M. Rothschild & Sons, Chicago, and Jim Murphy, J. T. Murphy Co., Chicago.

12. Seated: W. A. Kopke, manager, Chicago Cold Storage Division, Beatrice Foods Co., Chicago; W. A. Kron, sales, Chicago Cold Storage, Chicago; W. F. Etz, Wilson & Co., Chicago, and W. J. Connolly, Wilson & Co., Chicago. Standing: W. S. Callaghan, sales; Mack Hunt, and R. W. Olson, all of Chicago Cold Storage.


13. Frank Crabb, general superintendent, Tobin Packing Co., Fort Dodge.

14. Harry Maurer, sales, Chicago; Joseph J. Frank, president, Elizabeth, N. J., and Albert O. Steckman, vice president, Elizabeth, N. J., all of Hercules Fasteners, Inc.; A. J. McCullough, domestic sausage department, Wilson & Co., Chicago, and John F. Mottley, sales, Hercules Fasteners, Inc.

15. J. C. Jacobs, retired, Armour and Co.

16. J. H. Bender, provision department; D. A. Kilpatrick, provisions; N. S. Cone, vacuum cooked meats department, and J. A. Muth, sales, Rath Packing Co., Waterloo.

**Profit Maker!**



**CASE'S Tangy**

**PORK ROLL**

*only Case makes the Tangy brand*

*it's the Genuine AIR-DRIED & SMOKED*

**Case's Pork Pack Company Inc.**  
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# BULL MEAT

## MONARCH

PROVISION COMPANY

• SAUSAGE MATERIALS •

920-924 W. FULTON ST., CHICAGO 7, ILL.

ANY QUANTITY

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## *Cost Controlled* BONELESS BEEF and BEEF CUTS

FOR CANNERS, SAUSAGE MAKERS,  
HOTEL SUPPLIERS, CHAIN STORES,  
AND DRIED BEEF PROCESSORS

Are you fully satisfied with your boneless beef situation? Are you getting consistent quality and handling at the right price? Why not discuss your problem fully with people who have made a close study of this phase of the meat packing industry? Write us today about our cost-control system for supplying your boneless beef needs in the most economical manner. Check and return coupon.



U. S. Inspected MEATS ONLY

## B. Schwartz & Co.

2055 W. PERSHING ROAD, CHICAGO 9, ILL. (Teletype CG 427)

Look for the Cost Control Sign  
on all Barrels and Cartons

### ☐ Bull Meat

- ☐ Beef Clods
- ☐ Beef Trimmings
- ☐ Boneless Butts
- ☐ Shank Meat
- ☐ Beef Tenderloins
- ☐ K Butts
- ☐ Boneless Chucks
- ☐ Boneless Beef Rounds
- ☐ Insides and Outsides and Knuckles
- ☐ Short Cut Boneless Strip Loins
- ☐ Beef Rolls
- ☐ Boneless Barbecue Round

BAILEY from page 262.

ress as the farmer has and whether we are continuing alongside him in the procession. He may be making a survey of some of us. Certain it is that in rural banking in which I am engaged there are no short hours now, and no sitting behind desks waiting for farmer patrons to come. The old order changeth. The problem is one of trying to anticipate and provide for the farmer's needs — else he will get many steps ahead and be difficult to overtake. That is the challenge of yesterday, of today and of tomorrow.

It is well worth while for us to take stock of the very important part which farming plays in our business lives and in our standards of living; and to be mindful of the responsibility on us and the opportunity afforded us to have a share in promoting the welfare of this great activity whose trends will spell success or failure for the economic structure on which business as a whole rests. Someone has wisely said that it is very easy to find our bill of rights but quite difficult to locate our bill of responsibilities.

We who live close to and love this way of life called agriculture do not find it necessary to draw extensively on our imaginations to conclude that Henry Van Dyke had a vision which centered out somewhere in the great open spaces, when, on returning from a trip of several months in Europe, and viewing the Statue of Liberty in the morning mist as his ship sailed into New York harbor, he wrote—

"I know that Europe's wonderful, yet something seems to lack,  
The past is too much with her, and  
the people looking back,  
But the glory of the present is to  
make the future free,  
I love our land for what she is and  
what she is to be  
Oh! its home again, home again,  
America for me,  
I want a ship that's westward bound  
to plow the rolling sea,  
To the better land of big enough  
beyond the ocean bars,  
Where the air is full of sunlight and  
the flag is full of stars."

That is America, that is your home,  
that is my home, that is agriculture!

### More 50-Year Vets

(Continued from page 222.)

sage foreman for Williams Meat Co.

**THEODORE ALVAREZ**, Wilson & Co., Buenos Aires, Argentina: During his entire career he has served as a butcher in the sheep killing department. He joined Wilson in 1914. The interruptions in his otherwise continuous service record were due to the fact that for many years it was the custom, when the heavy sheep killing season was over in Buenos Aires, for the butchers to leave for Patagonia to do the seasonal slaughtering there. Although now re-

tired, he keeps in close contact with his former associates.

**EDWARD BUBLITZ**, Wilson & Co., Chicago: Now assistant foreman of the cattle pens for Wilson's Chicago plant, he started in the sheep dressing department in 1898. In 1904 he started in the meat specialties department and worked in the beef coolers, sheep dressing and various supervisory posts.

**C. L. CAMERON**, Wilson & Co., Chicago: Superintendent of the Chicago plant of Wilson until his retirement which was announced the week of the convention, Cameron started with the industry in 1890. After working in Chicago and then St. Paul, he came to Wilson at Chicago in 1905 in the smoked meat department. In 1910 he was selected to take charge of the wool department of the New York plant. In 1911 he was recalled to take charge of the newly organized wool department. In 1937 he was named superintendent.

**FRANK P. FAGAN**, Wilson & Co., Kansas City: First employed in the industry in Chicago at the age of 12, he worked in the tin shop. He later took over a small car route territory close to Kansas City. He served with Morris & Co. for a time, at Kansas City and St. Joseph. In 1925 he joined Wilson and during the years until 1944 when he became manager of the Wilson & Co. Kansas City Wholesale Market, served the company in various capacities in Pittsburgh, Atlanta, Oklahoma City and Los Angeles, and managed the Chicago Wholesale Market from 1935 until 1944.

**WILLIAM (JACK) KENNEDY**, Wilson & Co., Chicago: His first job was that of laborer in the oil house in a Kansas City plant in 1892. In 1906 he moved to Chicago. In 1929 he joined Wilson & Co. where he held various positions. He is presently clerk in the beef boning department.

**JOHN (CASEY) MALONE**, Wilson & Co., Chicago: Now assistant superintendent of the Chicago plant of Wilson & Co., he started in the Kansas City plant of the company when he was not quite 12 years old. After a few weeks as door opener, he was transferred to the general superintendent's office as office boy. In 1903 he was transferred to the general superintendent's office in Chicago; later to the cold storage department, and during World War I was traveling superintendent of the cold storage facilities of the company. After the close of the first World War he was named assistant beef division superintendent and shortly, division superintendent, a post he held for more than 25 years. In 1946 he was named assistant superintendent of the plant.

**MICHAEL SHOEMAKER**, M. L. Shoemaker & Co., Philadelphia, a division of Wilson & Co.: He began his career with M. L. Shoemaker in 1899 and has not lost a day's work in the more than 50 years.

**JIM HILLS**, American Meat Institute: He went to work as a member of the advertising department of Swift & Company. He was always on hand at conventions where Swift products were



JIM HILLS



M. SHOEMAKER



K. BERCOWETZ



M. T. MORGAN

on display, decorated plants and branch houses for their official openings, handled details in connection with salesmen and shareholders' meetings and even took the famous six-horse team through the country for appearances at state fairs to advertise the company. He retired from Swift in 1938 and in 1939 went to work for the American Meat Institute shipping department.

**MURRAY T. MORGAN**, U. S. Department of Agriculture, Washington, D. C.: He was employed in 1900 as junior clerk, Swift & Company, Chicago. Later he transferred to the general superintendent's office. He was manager of Swift & Company at Cleveland from 1917 to 1924; general manager, Lake Erie Provision Co., Cleveland, 1925-1932; a provision broker in Cleveland, Ohio and Buffalo from 1933

until 1947. Since that time he has been employed by the Department of Agriculture in various activities connected with livestock, meat processing and distribution, including drought purchases and distribution of livestock, supervision of lend lease meat buying and membership on the War Meat Board. Since October, 1947 he has been consultant to packers in matters requiring contacts with government departments on operating and distribution problems.

**ANDREW G. WOLLMERHAUSER**, Bureau of Animal Industry, Washington, D. C.: His first employment was with the old St. Louis Dressed Beef and Provision Co. where he worked for his father. Subsequently he worked for the John Belz Provision Co., Morris & Co., Armour and Company and then for the Bureau of Animal Industry. Starting as

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a federal meat inspector in Pittsburgh, he was transferred after two years to St. Louis where he has been since that time.

Others who received 50-year awards this year included **W. H. BUTCHER**,



**J. E. PETRE**



**C. PFLANZ**

**W. H. Butcher Packing Co.**, Oklahoma City, Okla., **CHARLES PFLANZ**, DuQuoin Packing Co., DuQuoin, Ill., **H. C. KUHNER**, Marhoefer Division of Kuhner Packing Co., Chicago, and **JAMES E. PETRE**, treasurer, Jacobs Packing Co., Nashville, Tenn.

#### PROCESSED OILS TAXES

Taxes collected on coconut and other processed vegetable oils during August, 1950, totaled \$1,723,041.97, compared with \$1,865,961.06 collected during the same month a year earlier.

#### NLRB Will Limit Labor Cases which it Handles

Deciding that it is being burdened with too many unimportant cases of labor disputes which affect interstate commerce, the National Labor Relations Board has announced that it will no longer take jurisdiction in the smaller controversies. The standards announced by the NLRB will restrict the exercise of its jurisdiction to:

1. Instrumentalities and channels of interstate and foreign commerce.
2. Public utility and transit systems.
3. Interstate chain stores and other branches which are integral parts of a multi-state enterprise.
4. Enterprises which produce or handle goods destined for out-of-state shipment, or performing services outside a state, if the goods or services are valued at \$25,000 a year.
5. Enterprises which furnish services or materials necessary to the operation of enterprises falling into categories 1, 2 and 4 above, provided such goods or services are valued at \$50,000 a year.
6. Any other enterprise which has:
  - (a) A direct inflow of material valued at \$500,000 a year; or
  - (b) An indirect inflow of material valued at \$1,000,000 a year; or
  - (c) A combination inflow or outflow of goods which add up to at least a total of 100 per cent of the amounts required in 4, 5, 6a and 6b.
7. Establishments substantially affecting national defense.

#### Stress Psychological Angles in New Safety Council Training Books

"The Psychology of Safety in Supervision" is the title of a series of six new safety training booklets prepared by the National Safety Council, Chicago, for foremen and supervisors.

Dealing with the basic problems of teaching and training workers in safe work techniques, the series is authored by Dr. J. L. Rosenstein, industrial psychologist and professor in the department of management, Loyola University, Chicago.

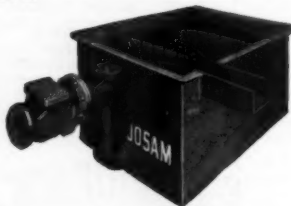
"You Can't Change Human Nature," the first in the series, discusses common peculiarities of human conduct and explains why no one is perfect. "What Is Your UQ?" the second booklet, explains the meaning and importance of a supervisor's understanding quotient in terms of his ability to understand the attitudes and actions of his workers. "Teaching Safety on the Job" discusses supervisor training methods to prevent on the job accidents.

"People Act Alike" explains how the supervisor can satisfy some of the basic human wants and create a better working spirit. "Safety Takes Teamwork" suggests methods of supervisors to make safety interesting and important to workers. "You are Human Too" provides a yardstick by which supervisors can evaluate their abilities.



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## Last Quarter Meat Output to Be Larger Than Year Earlier

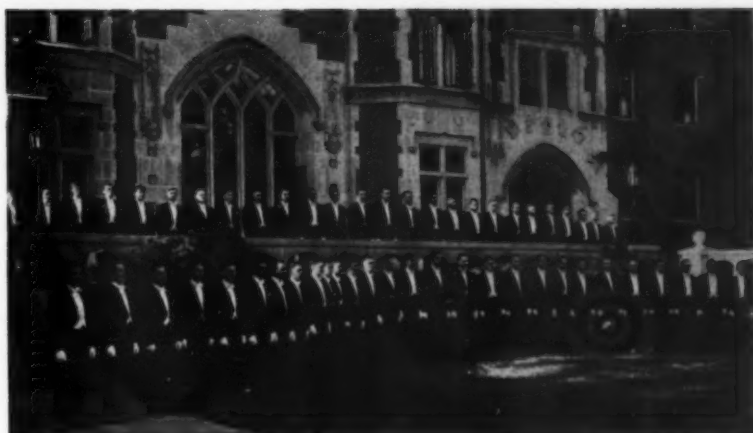
THE increase in slaughter of meat animals which began in August and early September is expected to continue through much of the fall, according to the latest review of the livestock and meat situation by the U. S. Department of Agriculture. The larger supplies of meat are likely to have more effect on prices than will any further strengthening of demand resulting from defense expenditures. About the usual seasonal decline is expected in prices of hogs, and prices of other meat animals may be somewhat lower at times of largest marketings. No strong upward trend in prices is expected until after the turn of the year.

Hog slaughter has increased since mid-August. Slaughter was below a year earlier in late August and early September because sow marketing decreased earlier than last year while substantial marketings of barrows and gilts from the spring pig crop began about two weeks later. By mid-September hog slaughter was again above the 1949 level, and it is expected to continue higher the rest of the year. Slaughter weights of hogs in mid-September were the lightest of the year but not quite as light as in September last year. Weights are expected to increase seasonally during the fall and to average a little heavier than last fall.

Hog prices advanced during August to the highest level in nearly two years as demand was strong for the seasonally small supply. Then, with the increasing receipts of new-crop hogs, prices were down moderately by the first of September. Due to strong demand, prices of hogs may decline no more than about the average 18 to 20 per cent from early fall to December, and probably will remain above last year's prices. Prices are likely to advance early next year when marketings are seasonally reduced.

The fall increase in cattle slaughter also began late in August. With fewer cattle from range areas to date this year, the number of cattle slaughtered in the first half of September was below the corresponding 1949 level. However, slaughter was at its peak in mid-September last year, while this year slaughter is expected to reach its peak in October or early November. In the last three months cattle slaughter will probably total larger than a year earlier.

Prices of cattle in early September held close to the level of the previous three months. Spreads between top and lower grades continued narrow. Cattle prices may weaken somewhat when marketings reach a peak, although demand for both slaughter and feeder cattle will have a strong supporting effect. Veal calf prices edged to an all-



PURDUE GLEE CLUB APPEARED AT AMI DINNER

time high the week ending September 16. No great change is expected the rest of the year.

Sheep and lamb slaughter picked up seasonally in September as receipts from western range areas increased. Slaughter has recently been smaller than in 1949 and is likely to continue smaller through the remainder of the year. Prices of sheep and lambs, now well above last year's prices, are not expected to drop much.

The 1951 spring pig crop probably will be larger than this year's crop. The hog-corn ratio during the breeding season this fall promises to be well above average—a situation which almost always leads to an increase in farrowings in the spring. Alternative feeding activities may be limited, since supplies of feed cattle and feeder lambs are relatively short.

Feed supplies per animal unit this fall are expected to be as large as the record supply of a year ago. The corn crop promises to be the fourth largest and stocks are very large. The 1950 crop, however, will be below average in quality. Supplies of other feed grains and concentrates will be ample. Although the 1950 crop may not provide for additional production of hogs, a substantial part of the large corn carry-over will be available at near the 1950 loan price. The farm price of corn may be below the loan this fall, but is expected to rise seasonally during the winter and spring.

### ESA Administrator Appointed

Dr. Alan Valentine, formerly president of the University of Rochester and formerly chief of the ECA mission to the Netherlands, has been appointed administrator for the Economic Stabilization Agency. He is a director of a number of business enterprises, including the Buffalo, Rochester and Pillsbury Railway, the Security Trust Co. of Rochester, N. Y., and the Bausch & Lomb Optical Company.

### Wilson and CIO Sign Contract Ending Threat of Strike

The threatened strike of CIO union members at the seven plants of Wilson & Co., Inc., was averted when settlement of a long-standing dispute was reached late last week. In a joint statement issued October 6 by Wilson and the United Packinghouse Workers of America (CIO), it was revealed that a contract has been signed by the two parties, subject to ratification by local unions, which conforms generally to the contracts that union has with other meat packers. The contract also provides for the termination of "super-seniority" in Wilson plants, which had been the crux of the disagreement.

The U. S. commissioner of conciliation, Walter Maggilo, aided the parties materially in reaching the agreement, it was stated.

### New Meat Board Recipe Book is Off the Press

Of current interest to housewives is a brand new cook book "Meat Recipes for Good Eating," published by the National Live Stock and Meat Board. The 40-page, colorful book, designed to assist meat purveyors in promoting good will among their trade, is just off the press and is available in quantity at cost of production. Decorative artwork and a liberal use of photographs of finished meat dishes will serve as reminders that meat is all-important in the menu.

There are tested recipes for all meats—beef, veal, pork, lamb, sausages, ready-to-serve and variety meat. A special section is devoted to dishes made with lard. Additional features of interest to housewives include complete menus built around the meat recipes, a special page on frozen meats, cookery methods and their application to different meat cuts, tips and suggestions



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for use by the homemaker in the kitchen, and so forth.

Of particular value is the way in which "Meat Recipes for Good Eating" can be turned into an individual promotion piece, the NLSMB emphasized. The retailer's name, sales slogan, address, etc., is printed on the front cover of every book without extra cost, thus personalizing it.

Release of the book at this time enables the meat purveyor to make good use of it in Christmas promotion plans. The Board, which has published annual cook books for a number of years, reports that giving the book as Christmas gifts is one of the most popular uses made of this unique promotion device.

Full details may be secured by writing: Information Department, National Live Stock and Meat Board, 407 South Dearborn st., Chicago 5.

### True Confessions Article On Bacon for Breakfast

An illustrated article in the November issue of *True Confessions* magazine features bacon, French toast, butter, syrup and coffee in a wholesome breakfast menu. This is just another one of the many articles and advertisements appearing this fall which will call to the attention of magazine readers the importance of meat for breakfast.

### MID Smoked Meat Rule

The Meat Inspection Division ruled this week in Memorandum 155 (revised) that the weight of smoked products such as hams, pork shoulders, pork shoulder picnics, pork shoulder butts, beef tongues, and the like, shall not exceed the weight of the fresh uncured article.

Hams, pork shoulder picnics, and similar products prepared for canning are an exception to the foregoing and shall be prepared to conform to the limitations provided in paragraph 18.7(n) of the Meat Inspection Regulations as amended. The memorandum is effective November 15, and supercedes Meat Inspection Division Memorandum 155 of July 24, 1950.

### Pillsbury Features Sausage And Bacon for Breakfast

Pillsbury Mills is featuring pancakes with pork sausage or bacon for breakfast in a series of colorful advertisements which will appear during October and November in *Life*, *Better Homes and Gardens*, and the *American Weekly*.

In addition to the magazine advertising, the same products will be promoted during October and November on the Pillsbury sponsored Cedric Adams and Art Linkletter radio shows as well as on the Arthur Godfrey television show.

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100% PURE HICKORY  
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## NIMPA 1951 Meeting Will Be April 16, 17 and 18

Plans for the 1951 annual meeting of the National Independent Meat Packers Association were announced Friday at a meeting of the board of directors held at the Palmer House, Chicago. According to C. B. Heinemann, sr., president, the dates will be April 16, 17 and 18, Monday through Wednesday, and the place for both the general sessions and the exhibit is to be the Palmer House.

At the time the PROVISIONER went to press it was not known what effect the decision of the NIMPA board to hold the supply exposition at the convention hotel would have on the plans for the international meat packing and food processing exposition tentatively scheduled for April 14 through 19 at the International Amphitheatre in Chicago. A. H. Noelke, secretary of the Meat Industry Supply and Equipment Association, described plans for the proposed new show to members of MISEA at their meeting during the AMI convention.

An afternoon session on Monday will be followed by all-day meetings on Tuesday and Wednesday, with all general sessions ending by 4 p.m. To give maximum value to the displays, exhibit hall hours will be adjusted to permit the greatest attendance by NIMPA members. Hospitality rooms are to be closed during the general sessions but may be opened at 4 p.m.

A dinner for NIMPA board meetings is scheduled for Monday evening while the annual dinner, with entertainment but no speaker, will be held Tuesday evening. It is planned to have special entertainment for women attending the NIMPA convention.

## Ample Appropriation for Complete Inspection Service is Approved

The appropriation of \$12,800,000 for operating the meat inspection service during the fiscal year 1951 has been allowed by the Bureau of the Budget, it was announced this week. This is the amount needed to maintain a complete inspection service and to employ enough veterinarians and lay inspectors to inspect all meat and meat products produced in plants under federal inspection. A cut of \$150,000,000 in the budget of the Agriculture Department was made, in accordance with instructions to the Budget Bureau to reduce non-defense spending, but none of this was applied to meat inspection.

It was also revealed this week that the Bureau of Animal Industry plans to employ from 200 to 300 additional veterinarians by the end of June 1952 to inspect meat in federally inspected establishments. This increase is expected to fill an urgent need for inspectors in the increasing number of establishments under government inspection as well as the current emergency requirements.

## Institute Announces its Magazine Advertising Schedule for this Fall

Meat for a "real American breakfast" is the dynamic theme of advertising by the American Meat Institute this fall. Featuring bacon and pork sausage, advertisements in *Life*, *Look* and women's magazines will suggest meat for breakfast for the flavor it adds to the meal and for the important contribution it makes to good nutrition.

Beef also comes in for its share of attention. "Nourishing beef" is being featured currently in *Look*, *Good Housekeeping* and *Ladies' Home Journal*. "Fall roundup time in the cattle country means beef soon will be in better supply at meat markets," the advertisements point out, suggesting short-ribs, pot roasts, Swiss steak, and many other family favorites.

Continuing the Institute's policy of reminding those in the medical and related professions of the latest developments of scientific research, advertisements are appearing in more than 50 journals in the medical and dietetic fields, also emphasizing the importance of meat for breakfast.

Surveys have shown that breakfast is the one meal of the day which is most likely to be deficient in meat, and from the standpoint of good nutrition as well as to broaden the market for livestock and meat, the Institute considers the meat-for-breakfast promotion one of the most important it has undertaken thus far.

Another popular feature of the Institute's Meat Educational Program which is building a greater appreciation for the nation's meat supply team is the weekly "Hello" column in the *Saturday Evening Post*. This is a series of short stories about people on the "Meat Team" who have a part in the growing, processing, and selling of meat—producers, salesmen, truckers, packinghouse workers, retailers and many others. Comments received by the Institute indicate that these columns are well-read and liked by consumers as well as livestock producers and those in other branches of the huge meat industry.

Titles of stories to come within the next few weeks are: October 14—44 Years in a Smokehouse and Not Cured Yet; October 21—The Nose of Walter Safarz; October 28—Meat Salesmen are Like Left-handed Pitchers; November 4—Thumb-size Steaks; November 11—Cans Across the Sea, and November 18—Leftovers for Pat Burns' Icebox.

## Felin Sponsoring Newscast

John J. Felin & Co., Philadelphia, has begun local sponsorship of the Elmer Davis news program on Station WFIL. The cooperative news program of the American Broadcasting Co. is broadcast Monday through Friday at an early evening hour.

## Fight with Foot-and-Mouth "Under Control"—USDA

The foot-and-mouth disease is "definitely under control," the Department of Agriculture said this week, warning, however, that it is too early to say whether the virus actually has been eradicated. Until there is definite proof that the disease no longer exists in infected areas, USDA officials said, the rigid embargo will be maintained on cattle, goats, sheep and hogs from south of the border.

"We've spent \$120,000,000 fighting this menace . . . and we must make sure it's licked before the embargo is lifted," a spokesman said.

The bureau's optimism was based on records which disclose that since December 1949 not a single new case of the disease has developed. It is expected that sporadic outbreaks may occur for several months, however.

## Canadian Bacon Subsidy

The Canadian government has raised its bacon subsidy from 3½ to 4½¢ per lb. in what appears to be a new drive to fill the 1950 Anglo-Canadian bacon contract. It will mean that bacon shippers to the government will receive 33½¢ per lb. for all grades of Wiltshire sides, instead of the previous 32½¢, basis delivery, at seaboard.

Running into the final quarter, the bacon contract is far from filled. Only 17,300,000 lbs. have been shipped, and 42,700,000 lbs. are needed to complete the 60,000,000-lb. order.

## Mexican Canned Meat Sales

The Commodity Credit Corporation has announced that 23,500,000 lbs. of Mexican canned beef and gravy will be available to commercial exporters for export sale during October at a cost of 20¢ per net pound, f.a.s. vessel, U. S. Gulf of Mexico ports. Since the beginning of this year through September 21, sales of Mexican canned meat for export have totaled 2,282,380 lbs., valued at \$236,313, and crude cottonseed oil sales for export through April, 1950 totaled 3,240,000 lbs., valued at \$429,300.

## Philadelphia Packer on TV

Roberts' Packing Co., Philadelphia, for its fall campaign, has taken over the sponsorship of a children's television program entitled "Unk and Andy," presented Sunday mornings from 11:15 to 11:30 a.m. on WCAU-TV, Philadelphia. Paul Roberts, president of the Roberts' company, said that the company's scrapple will be promoted on the television show through offers of premiums, including a booklet which will enable the youngsters to sketch along with "Uncle Jack."

## Financial Notes

International Packers Ltd. has declared a 40¢ dividend on its common stock, payable October 16.

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**LOW COST HOG DEHAIRER**  
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The ITTEL has a 1 1/2 HP motor—dehaired any size hog, up to 20 per hour. Requires small space, no training. Dehairer, Scalding Tank, Gambrelling Table may be purchased separately. Ask your dealer, or write for illustrated folder.



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## FLASHES ON SUPPLIERS

**THE MEYERCORD COMPANY:** Formation of a new division for the manufacture and sale of canned food labels has been announced by this Chicago decalcomania manufacturer. General manager of the new division is E. S. McClure, who has been associated with the Muirson Label Co., Inc., Peoria, Ill., for 18 years. Manufacturing will be under the supervision of John J. Klinker Jr., formerly with the Kane Advertising Agency, Bloomington, Ill.

**THE MARLEY COMPANY, INC.:** The promotion of Roy W. Maze to merchandising sales manager of this Kansas City, Kan., firm has been announced by L. A. Christensen, general sales manager. Maze joined the Marley organization in 1946 as public relations director.

**AMERICAN CAN COMPANY:** To meet growing demands for containers in the Twin Cities area, Canco will build a one-story, 75,000 sq. ft. addition to its St. Paul plant. The output of this plant has been devoted primarily to containers for the meat packing industry. The structure will be completed in the summer of 1951.

## Spices as Antioxidants

Spices help prevent the deterioration of fats in food, according to studies made at the Hormel Institute of the University of Minnesota. Seventy-seven samples representing 32 spices were tested, with the result that, "virtually all samples tested showed at least some antioxidant activity; in a few cases, the antioxidant effects were very pronounced."

Several studies have been made on the properties of spices in preventing food spoilage caused by microorganisms, but this is the first made on the prevention or retarding of the oxidation of fats in food. The Hormel Institute study tested the effect of passing oxygen through steam-treated lard in which ground spices of the same concentration had been mixed, and compared the results with deterioration in lard to which no spices had been added.

Additional studies will be made at the Institute to isolate, identify and further evaluate the substances in spices which are useful as antioxidants in fats and food products, "... not only to elucidate the nature of the antioxidant effect of the spices, but to determine whether it would be feasible to prepare the antioxidants using the natural spices as source materials."

All lard samples to which spices had been added had an index above one, which means that they were less subject to oxidation than the lard to which no spices had been added. Four samples representing two spices had an antioxidant index more than four times that of fat to which no spice had been added.

Watch Classified Page for bargains.

# Inspected Hog Kill Gains Another 5% as Seasonal Rise Continues

FEDERALLY inspected meat production during the week of October 1 to 7 totaled 326,000,000 lbs., according to the United States Department of Agriculture. Hog slaughter continued its seasonal increase, but a drop in slaughter of other species held production slightly below the 330,000,000 lbs.

with 153,000,000 a week earlier and 137,000,000 in the week a year ago.

A total of 123,000 calves were slaughtered, compared with 124,000 in the preceding week and 130,000 in the period last year. Output of inspected veal in the three weeks under comparison was 16,700,000, 16,900,000 and 17,200,

000 lbs., compared with 35,500,000 in the previous week and 34,500,000 processed in the same period last year.

Sheep and lamb slaughter was 246,000 head, compared with 250,000 head in the preceding week and 282,000 in the week a year ago. Production of lamb and mutton in the three weeks under comparison amounted to 10,600,000, 10,800,000, and 12,100,000 lbs., respectively.

## ESTIMATED FEDERALLY INSPECTED SLAUGHTER AND MEAT PRODUCTION

Week ended October 7, 1950, with comparisons

Week Ended	Beef		Veal		Pork (excl. lard)		Lamb and Mutton		Total Meat Prod.
	Number	Prod. mil. lb.	Number	Prod. mil. lb.	Number	Prod. mil. lb.	Number	Prod. mil. lb.	
Oct. 7, 1950	275	143.8	123	16.7	1,150	154.6	246	10.6	325.7
Sept. 30, 1950	290	153.4	124	16.9	1,126	148.6	246	10.6	329.7
Sept. 8, 1949	269	136.8	130	17.2	1,098	138.1	282	12.1	304.2

### AVERAGE WEIGHTS (LBS.)

Week Ended	Cattle		Calves		Hogs		Sheep & Lambs		LARD PROD.	
	Live	Dressed	Live	Dressed	Live	Dressed	Live	Dressed	100 mil. lbs.	Total mil. lbs.
Oct. 7, 1950	968	523	248	136	228	131	93	43	13.6	36.6
Sept. 30, 1950	970	529	250	136	232	132	93	43	13.6	35.5
Oct. 8, 1949	958	509	241	132	224	126	92	43	14.0	34.5

\*1950 production is based on the estimated number slaughtered for the current week and average weights of the preceding week.

reported for the preceding week. However, production ran 7 per cent above 304,000,000 lbs. recorded for the same week last year.

Cattle slaughter of 275,000 head was 5 per cent below the 290,000 reported for the preceding week, but was 2 per cent more than the 269,000 kill of the corresponding week in 1949. Beef production was 144,000,000 lbs., compared

000 lbs. respectively, in the order named.

Hog slaughter of 1,180 head increased 5 per cent from 1,126,000 reported for the preceding week and 7 per cent over the 1,098,000 kill for the same week a year earlier. Production of pork was estimated at 155,000,000 lbs., compared with 149,000,000 for the preceding week and 138,000,000 in the same week last year. Lard production totaled 36,600,

## OLEOMARGARINE PRODUCTION

There were 52,421,000 lbs. of colored margarine produced in August, 1950, compared with 15,861,000 lbs. in the same month a year earlier, according to the National Association of Margarine Manufacturers. Total withdrawn tax paid in August, 1949 was 15,011,000 lbs. Uncolored margarine output totaled 31,708,000 lbs. in August, 1950, compared with 63,245,000 lbs. in August last year. Total withdrawn tax paid in July, 1949 was 64,335,000 lbs.

Stocks of colored margarine held at producing plants at the beginning of August were 5,974,000 lbs., and end-of-the-month stocks were 10,634,000 lbs. There were 2,908,000 lbs. of uncolored margarine held at the beginning of the month, compared with 5,866,000 lbs. at the end of the month.

Consumption of animal and vegetable fats and oils in oleomargarine during August, 1950, with comparative figures, was reported by the U. S. Department of Commerce as follows:

	Aug., 1950	Aug., 1949
	lbs.	lbs.
Cottonseed oil, refined	7,198,000	6,016,000
Soybean oil, refined	3,895,000	1,851,000
Lard, rendered	387,000	279,000
Deodorized oil	281,000	153,000
Stearin, vegetable		
oil winter	982,000	1,094,000
Stearin, animal, edible	467,000	354,000
Other oil	398,000	390,000
Hydrogenated cottonseed oil, edible	28,801,000	34,782,000
Hydrogenated soybean oil, edible	26,000,000	25,062,000
Hydrogenated other oil, edible	674,000	672,000
Fats and oils not shown separately to avoid disclosure	344,000	420,000
Total	68,904,000	72,603,000

\*Additional consumption items will be shown in subsequent months whenever possible.

## ALL MARGINS POORER FOR FOURTH CONSECUTIVE WEEK

(Chicago costs and credits, first three days of week.)

Hog costs were only slightly lower this week, but pork products averaged about a 1c per lb. drop. All cut-out margins were minus, with the margin for light hogs dropping 56c. Medium hogs showed a 72 point reduction in their margin; heavy hogs cut 50c poorer.

This test is computed for illustrative purposes only. Each packer should figure his own test, using actual costs, credits, yields and realizations. The values reported here are based on available Chicago market figures for the first three days of the week.

—150-220 lbs.—					—220-240 lbs.—					—240-270 lbs.—				
Value					Value					Value				
Pct. live wt.	Price per lb.	Per cwt. alive	Per cwt. yield	Pct. live wt.	Price per lb.	Per cwt. alive	Per cwt. yield	Pct. live wt.	Price per lb.	Per cwt. alive	Per cwt. yield	Pct. live wt.	Price per lb.	Per cwt. alive
Skinned hams	12.5	40.7	\$ 5.09	\$ 7.87	12.5	39.8	\$ 4.98	\$ 7.04	18.1	43.5	\$ 5.01	\$ 7.87		
Pickles	5.6	20.3	1.47	2.13	5.4	26.0	1.40	2.00	7.4	26.9	1.37	1.92		
Boston butts	4.2	34.8	1.46	2.12	4.1	34.3	1.41	1.90	5.7	34.8	1.43	1.99		
Loins (blade in)	10.1	40.6	4.10	5.93	9.8	40.6	3.98	5.64	13.4	36.4	3.53	4.89		
Lean cuts			\$12.12	\$17.55			\$11.77	\$16.67			\$11.94	\$16.67		
Belilles, S. P.	11.0	30.7	3.38	4.88	9.5	30.4	2.89	4.10	5.5	30.5	1.18	1.68		
Belilles, D. S.					2.1	26.1	.55	.78	12.0	26.1	2.27	3.13		
Fat backs					3.2	19.4	.33	.47	4.4	11.9	.56	.76		
Plates and joints	2.9	15.8	.46	.66	3.0	15.8	.47	.66	4.8	15.8	.53	.76		
Raw loaf	2.2	10.8	.24	.35	2.2	10.8	.24	.33	3.1	10.8	.23	.33		
P. S. lard, rend. wt.	13.7	11.7	1.60	2.33	12.2	11.7	1.43	2.02	14.5	11.7	1.18	1.70		
Fat cuts & lard			\$ 5.68	\$ 8.22			\$ 5.91	\$ 8.36			\$ 5.86	\$ 8.36		
Spareribs	1.6	34.1	.54	.79	1.6	30.9	.49	.71	2.2	27.5	.44	.61		
Regular trimmings	3.2	20.0	.64	.94	2.9	20.0	.57	.84	4.1	20.0	.56	.82		
Feet, tails, etc.	2.0	10.0	.20	.29	2.0	10.0	.20	.28	2.8	10.0	.20	.28		
Offal & misc.			1.00	1.45			1.00	1.42			1.00	1.43		
Total yield & value	69.0		\$20.18	\$29.24	70.5		\$19.94	\$28.28	100.0		\$20.00	\$28.17		
Cost of hogs			Per cwt. alive		Per cwt. alive				Per cwt. alive					
Condemnation loss														
Handling and overhead			1.03		.90				.81					
TOTAL COST PER CWT.			\$20.41	\$29.58	\$20.68		\$29.33		\$20.65		\$29.08			
TOTAL VALUE			20.18	29.24	19.94		28.28		20.00		28.17			
Cutting margin			—\$23	—\$34	—\$74		—\$1.05		—\$65		—\$91			
Margin last week			+ \$3	+ \$49	— .02		— .03		— .20		— .31			

## JULY GRADING OF MEAT

The total of meats, meat products and by-products graded by the U. S. Department of Agriculture in July, was reported in thousands of lbs. (i. e. "000") omitted as follows:

	July 1950	June 1950	July 1949
Beef	187,908	194,265	194,225
Veal and calf	7,550	7,173	10,048
Lamb, yearling and mutton	8,412	9,465	7,450
Total	203,930	210,903	201,723
All other meats and lard	12,719	23,775	13,792
Grand total	216,649	234,678	215,515

## CHICAGO PROV. SHIPMENTS

Provision shipments by rail from Chicago, week ended October 7:

	Week Oct. 7	Previous week	Cor. Week 1949
Cured meats, pounds	17,631,000	25,985,000	25,643,000
Fresh meats, pounds	22,099,000	22,093,000	34,107,000
Lard, pounds	4,855,000	5,076,000	5,001,000



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- Twenty-five years of know-how, made CARLA Seasonings internationally famous.
- You will like that mellow, home-made taste.

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## MEAT and SUPPLIES PRICES CHICAGO

### WHOLESALE FRESH MEATS CARCASS BEEF

(L.C.I. prices)	Oct. 11, 1950
Native steers—	per lb.
Choice, 600/800	47 1/2 @ 48
Good, 500/700	46 1/2 @ 47
Good, 700/800	45 @ 47
Commercial 500/700	45n
Commercial	
cows, 500/800	36 1/2 @ 37 1/2
north., 350/up	34 1/2
Bologna bulls, 600/up	39 1/2 @ 40

### STEER BEEF CUTS

500/800 lb. Carcasses	(L.C.I. prices)
Choice:	
Hinds & ribs	54 @ 60
Hindquarters	53 @ 55
Rounds	51 @ 54
Loins, trimmed	70 @ 76
Loins & ribs (sets)	68 @ 70
Forequarters	41 @ 43
Backs	44 @ 46
Chucks, square cut	43 @ 47
Ribs	57 @ 60
Briskets	38 @ 40
Navels	24 @ 28
Good:	
Hinds & ribs	53 @ 57
Hindquarters	50 @ 54
Rounds	51 @ 54
Loins, trimmed	68 @ 65
Loins & ribs (sets)	61 @ 64
Forequarters	40 @ 43
Backs	43 @ 46
Chucks, square cut	43 @ 47
Ribs	53 @ 56
Briskets	38 @ 40
Navels	24 @ 28
Plates	28 @ 29
Hind shanks	22 @ 24
Fore shanks	32 @ 33
Bull tenderloins, 5/up	99 @ 1.01
Cow tenderloins, 5/up	90 @ 1.01

### BEEF PRODUCTS

(L.C.I. prices)	
Tongues, No. 1, 3/up,	
fresh or frozen	32 @ 36
Tongues, No. 2, 3/up,	
fresh or frozen	26 @ 29
Brains	7 @ 7 1/2
Hearts	7 @ 7 1/2
Livers, selected	55 @ 57
Livers, regular	30 @ 37
Tripe, scalded	11
Tripe, cooked	14 @ 15
Kidneys	12 1/2 @ 13 1/2
Lips, scalded	20 1/2
Lips, unsalted	17n
Lungs	9 1/2 @ 10 1/2
Melts	9 1/2 @ 10 1/2
Udders	9

### BEEF HAM SETS

(L.C.I. prices)	
Knuckles, 8 lbs. up,	
boneless	55 1/2 @ 56
Insides, 12 lbs. up	55 @ 56
Outsides, 8 lbs. up	53 1/2 @ 54

### FANCY MEATS

(L.C.I. prices)	
Beef tongues, corned	40 @ 42
Veal breads, under 6 oz.	74 @ 76
8 to 12 oz.	76 @ 78
12 oz. up	80 @ 87
Calf tongues	24 @ 26
Lamb fries	82 @ 84
Ox tails, under 1/2 lb.	18
Over 1/2 lb.	18

### WHOLESALE SMOKED MEATS

(L.C.I. prices)	
Hams, skinned, 14/16 lbs.,	
wrapped	47 @ 51 1/2
Hams, skinned, 14/16 lbs.,	
ready-to-eat, wrapped	40 @ 54 1/2
Hams, skinned, 16/18 lbs.,	
wrapped	47 @ 49
Hams, skinned, 16/18 lbs.,	
ready-to-eat, wrapped	49 @ 52
Bacon, fancy trimmed,	
brisket off, 8/10 lbs.,	
wrapped	47 @ 50
Bacon, fancy, square cut,	
seedless, 12/14 lbs.,	
wrapped	46 @ 47
Bacon, No. 1 sliced, 1-lb.,	
open-faced layers	50 @ 50

### CALF & VEAL—HIDE OFF

Carcass	(L.C.I. prices)
Choice, 80/150	46 @ 50
Choice, under 200 lbs.	48
Good, 80/150	43 @ 48
Good, under 200 lbs.	40 @ 43
Commercial, 80/150	37 @ 44
Commercial, under 200 lbs.	39 @ 42
Utility, all weights	35 @ 39

### CARCASS LAMBS

(L.C.I. prices)	
Choice, 30/50	49 @ 51
Good, 30/50	48 @ 50
Commercial, all weights	45 @ 47

### CARCASS MUTTON

(L.C.I. prices)	
Good, 70/down	29 @ 30
Commercial, 70/down	28 @ 29
Utility, 70/down	27 @ 28

### FRESH PORK AND PORK PRODUCTS

(L.C.I. prices)	
Hams, skinned, 10/16 lbs.	41 1/2 @ 43
Pork loins, regular	44 @ 44 1/2
Pork loins, boneless	56 1/2 @ 59
Shoulders, skinned, bone	
in, under 16 lbs.	32 1/2 @ 34
Picnics, 4/6 lbs.	28
Picnics, 4/8 lbs.	27 1/2 @ 27 1/2
Boston butts, 4/8 lbs.	37 @ 37 1/2
Boneless butts, c.t., 2/4	47 1/2 @ 48
Tenderloins	81 @ 83
Neck bones	12 @ 12 1/2
Liver	25 1/2 @ 26 1/2
Kidneys	17 @ 17 1/2
Brains, 10 lb. pairs	17
Ears	10 @ 10 1/2
Snouts, lean in	18 @ 19
Feet, front	7 1/2

### SAUSAGE MATERIALS—FRESH

(L.C.I. prices)	
Pork trim., reg.	22
Pork trim., guar.	
50% lean	23 1/2 @ 24 1/2
Pork trim., spec.	
85% lean	30 @ 39 1/2
Pork trim., ex. 95% lean	43n
Pork cheek meat, trmd.	30
Pork tongues, c.t., bone in	27 @ 28
Bull meat, boneless	48 @ 49
Bon's cow meat, f.c., C.C.	46
Cow chucks, boneless	47
Beef trimmings, 85-90%	42 @ 43
Beef head meat	39
Beef cheek meat, trmd.	39
Shank meat	50
Veal trimmings, bon's	44 1/2 @ 45 1/2

### SAUSAGE CASINGS

(F. O. B. Chicago)  
(L.C.I. prices quoted to manufacturers of sausage.)

Beef casings:	
Domestic rounds, 1 1/2 to	
1 1/2 in.	60 @ 75
Domestic rounds, over 1 1/2	
in, 140 pack	90 @ 1.10
Export rounds, wide, over	
1 1/2 in.	1.00 @ 1.70
Export rounds, medium,	
1 1/2 to 1 3/4	1.00 @ 1.05
Export rounds, narrow,	
1 in. under	1.00 @ 1.30
No. 1 weasands, 24 in. up	14
No. 1 weasands, 22 in. up	5 @ 8
No. 2 weasands, 2 weasands	5 @ 7 1/2
Middles, sewing, 1 1/2	
2 in.	1.00 @ 1.30
Middles, select, wide,	
2 1/2 to 2 3/4 in.	1.40 @ 1.60
Middles, select, extra,	
2 1/2 to 2 3/4 in.	1.80 @ 2.00
Middles, select, extra,	
2 1/2 in. & up	2.40 @ 2.75
Beef bungs, export No. 1	86 @ 88
Beef bungs, domestic	25 @ 28
Dried or salted bladders,	
per piece:	
12-15 in. wide, flat	24 @ 27
10-12 in. wide, flat	14 @ 17
8-10 in. wide, flat	8 @ 7

Pork casings:	
Extra narrow, 29 mm. &	
dn.	3.75 @ 3.95
Narrow, mediums, 29 @ 32	
mm.	3.50 @ 4.00
Medium, 32 @ 35 mm.	3.10 @ 3.25
Sp. medium, 35 @ 38 mm.	2.40 @ 2.50
Wide, 38 @ 43 mm.	2.20 @ 2.25
Export bungs, 34 in. cut	39 @ 42
Large prime bungs,	
34 in. cut	17 @ 21
Medium prime bungs,	
34 in. cut	10 @ 17
Small prime bungs	9 @ 10
Middles, per set, cap off	50 @ 79

### DRY SAUSAGE

(L.C.I. prices)	
Cervelat, ch. hog bungs	96 @ 99
Thuringer	55 @ 57
Farmer	53 @ 54
Holsteiner	83 @ 84
B. C. Salami	88 @ 94
B. C. Salami, new con.	56
Genoa style salami, ch.	94 @ 96
Pepperoni	49
Mortadella, new condition	60
Italian style hams	77 @ 80
Cappicola (cooked)	74 @ 78

# DOMESTIC SAUSAGE

(L.C.I. prices)

Pork sausage, hog casings.44	@48
Pork sausage, bulk.....	39
Frankfurters, sheep cas.54	@58 1/2
Frankfurters, hog casings.51	@52
Frankfurters, skinless....	@49
Bologna.....	@48
Bologna, artificial casings.44	@45
Smoked liver, hog bungs.47	@49
New Eng. lunch. specialty.63	@64
Mixed luncheon spec., ch.51	@52
Sausage and blood.....	@52
Blood sausage.....	32
Sausage.....	33
Polish sausage, fresh.....	@45
Polish sausage, smoked.....	@53

# SPICES

(Basis Chgo., orig. bbls., bags, bales)

	Whole	Ground
Allspice, prime.....	33	37
Realized.....	34	38
Chili powder.....	34	37
Chili pepper.....	36@39	
Cloves, Zanzibar.....	41	43
Ginger, Jam., unbl.....	78	84
Ginger, African.....	85	87
Mustard.....		
Mace, fcy. Banda.....		
East Indies.....	1.95	
West Indies.....	1.85	
Mustard, floor, fcy.....	30	
No. 1.....	28	
West India.....		
Nutmeg.....	72	
Paprika, Spanish.....	48@49	
Pepper, Argentine.....	72	
Red, No. 1.....	62	
Pepper, Packers.....	2.27	4.10
Pepper, white.....	3.60	3.76
Malabar.....	2.27	2.37
Black Lampung.....	2.27	2.37

# SEEDS AND HERBS

(L.C.I. prices)

	Ground	Whole for Saus.
Caraway seed.....	34	29
Cumin seed.....	26	32
Mustard seed, fcy.....	21	..
Yel. American.....	17	..
Anisum, Chilean.....	27	32
Oregano.....	..	..
Coriander, Morocco.....	..	..
Natural No. 1.....	37	42
Marjoram, French.....	61	67
Sage Delmatian.....	..	..
No. 1.....	1.48	1.58

# CURING MATERIALS

	Cwt.
Nitrite of soda, in 425-lb. bbls., del., or f.o.b. Chicago.....	\$ 9.89
Salt peter, n. ton, f.o.b. N. Y.:	
Dbl. refined gran.....	11.00
Small crystals.....	14.40
Medium crystals.....	15.40
Pure rfd., gran. nitrate of soda.....	5.25
Pure rfd., powdered nitrate of soda.....	unquoted
Salt in min. car. of 60,000 lbs. only, paper sacked, f.o.b. Chgo.	
Granulated.....	\$21.40
Medium.....	27.80
Rock, bulk, 40 ton cars, delivered Chicago.....	11.40
Sugar—	
Raw, 96 basis, f.o.b. New Orleans.....	6.25
Refined standard cane gran., basis.....	8.25
Refined standard beet gran., basis.....	8.05
Packers' curing sugar, 250 lb. bags, f.o.b. Reserve, La., less 2%.....	8.45
Dextrose, per cwt. in paper bags, Chicago.....	7.40

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# PACIFIC COAST WHOLESALE MEAT PRICES

	Los Angeles October 10	San Francisco October 10	No. Portland October 8
<b>FRESH BEEF: (Carcass)</b>			
STEER:			
Good:			
500-600 lbs.....	\$47.00@48.00	\$48.00@49.00	\$50.00@52.00
600-700 lbs.....	46.00@47.00	47.00@48.00	49.00@50.00
Commercial:			
350-700 lbs.....	45.00@46.00	46.00@48.00	48.00@50.00
Utility:			
350-600 lbs.....	39.00@41.00	43.00@45.00	43.00@44.00
COW:			
Commercial, all wts.....	37.00@38.00	42.00@44.00	39.00@42.00
Cutter, all wts.....	35.00@36.00	38.00@40.00	36.00@37.00
<b>FRESH CALF:</b> (Skin-Off) (Skin-On) (Skin-Off)			
Good:			
200 lbs. down.....	47.00@49.00	48.00@50.00	48.00@50.00
Commercial:			
200 lbs. down.....	44.00@46.00	42.00@44.00	42.00@44.00
<b>FRESH LAMB (Carcass):</b>			
Choice:			
40-50 lbs.....	51.00@52.00	50.00@52.00	49.50@51.00
50-60 lbs.....	50.00@51.00	48.00@50.00	49.00@50.00
Good:			
40-50 lbs.....	48.00@50.00	48.00@52.00	49.50@51.00
50-60 lbs.....	47.00@49.00	48.00@49.00	49.00@50.00
Commercial, all wts.....	46.00@47.00	46.00@49.00	45.00@47.00
Utility, all wts.....	44.00@46.00	40.00@46.00	42.00@43.00
<b>MUTTON (EWE):</b>			
Good, 70 lbs. du.....	28.00@30.00	30.00@32.00	28.00@30.00
Commercial, 70 lbs. du.....	28.00@30.00	27.00@30.00	25.00@27.00
<b>FRESH PORK CARCASSES: (Packer Style) (Shipper Style) (Shipper Style)</b>			
80-120 lbs.....	33.50@35.00	38.00@39.00	31.00@33.00
120-160 lbs.....	33.50@35.00	36.00@38.00	31.00@33.00
<b>FRESH PORK CUTS No. 1:</b>			
LOINS:			
8-10 lbs.....	45.00@46.00	49.00@54.00	50.00@53.00
10-12 lbs.....	45.00@46.00	45.00@50.00	50.00@53.00
12-16 lbs.....	44.00@46.00	45.00@50.00	48.00@49.00
PICNICS:			
4-8 lbs.....	..	35.00@40.00	..
PORK CUTS No. 1:			
HAM, Skinned: (Smoked) (Smoked) (Smoked)			
12-16 lbs.....	48.00@53.00	52.00@54.00	54.00@56.00
16-20 lbs.....	48.00@53.00	52.00@56.00	54.00@56.00
BACON, "Dry Cure" No. 1:			
6-8 lbs.....	46.00@54.00	54.00@56.00	52.00@55.00
8-10 lbs.....	45.00@53.00	50.00@54.00	50.00@52.00
10-12 lbs.....	45.00@53.00	50.00@54.00	50.00@52.00
LARD, Refined:			
Tierces.....	16.00@17.50	19.00@20.00	17.00@17.50
50 lb. cartons & cans.....	16.50@18.00	20.00@20.50	17.25@18.00
1 lb. cartons.....	17.50@18.50	..	..

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selected herds fed a formula of fresh milk and ripe grain. Feature it now!

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## CHICAGO PROVISION MARKETS

From The National Provisioner Daily Market Service

### CASH PRICES

#### F.O.B. CHICAGO OR

#### CHICAGO BASIS

THURSDAY, OCTOBER 12, 1950

#### REGULAR HAMS

	Fresh or Frozen	S. P.
8/10	39 1/4 n	39 1/4 n
10/12	39 1/4 n	39 1/4 n
12/14	37 1/4 n	37 1/4 n
14/16	37 1/4 n	37 1/4 n

#### BOILING HAMS

	Fresh or Frozen	S. P.
16/18	41 1/4 n	41 1/4 n
18/20	41 1/4 n	41 1/4 n
20/22	41 n	41 n

#### SKINNED HAMS

	Fresh or F.F.A.	S. P.
10/12	42	42 n
12/14	39 1/4 @ 40	40 1/4 n
14/16	39 1/4 @ 40	39 1/4 n
16/18	43 1/4	43 1/4 n
18/20	43 1/4	43 1/4 n
20/22	43 1/4	43 1/4 n
22/24	43 1/4	43 1/4 n
24/26	42 1/4	42 1/4 n
26/28	40	40 n
28/30	38 1/4	38 1/4 n

#### OTHER D.S. MEATS

	Fresh or Frozen	Cured
Regular plates	17 n	17 n
Clear plates	13 n	13 n
Square jowls	22 1/2	22 1/2 n
Jowl butts	15 1/4 @ 18	18 n
S. P. jowls	17 1/4 @ 18	18 n

#### PICNICS

Fresh or F.F.A.

	S. P.
4/6	27 1/4
4/8 range	27 1/4
6/8	27 1/4
8/10	26 1/4 @ 27
10/12	26 1/4 @ 27
12/14	26 1/4 @ 27
8/up. No. 2's	26 1/4
inc.	26 1/4 @ 27

#### BELLIES

Fresh or Frozen

	Cured
6/8	29 @ 30
8/10	29 n
10/12	29 n
12/14	29 n
14/16	29 1/4 n
16/18	29 @ 29 1/4
18/20	29 @ 29 1/4

#### GR. AMN. BEL

	BEL
18/20	29 1/4
20/22	29 1/4
22/24	24 1/4 @ 24 1/4
24/26	23 @ 23 1/4
26/28	22 1/4 @ 21 1/4
28/30	19 1/4 @ 20

#### FAT BACKS

Green or Frozen

	Cured
6/8	10 n
8/10	10 1/4 n
10/12	11 1/4 n
12/14	12 n
14/16	13 1/4 @ 14
16/18	13 1/4
18/20	14
20/22	15 1/4

### LARD FUTURES PRICES

MONDAY, OCTOBER 9, 1950

	Open	High	Low	Close
Oct. 12.50	12.50	12.35	12.37 1/2	
Nov. 12.65	12.65	12.50	12.50	
Dec. 13.70	13.70	13.62 1/2	13.55 1/2	
Jan. 13.70	13.75	13.50	13.55	
Mar. 13.72 1/2	13.82 1/2	13.70	13.77 1/2	

Sales: 5,280,000 lbs.

Open interest at close Fri., Oct. 8th: Oct. 156, Nov. 452, Dec. 704, Jan. 267, Mar. 85; at close Sat., Oct. 7th: Oct. 157, Nov. 451, Dec. 720, Jan. 272 and Mar. 87 lots.

TUESDAY, OCTOBER 10, 1950

	Open	High	Low	Close
Oct. 12.47 1/2	12.47 1/2	12.25	12.30 1/2	
Nov. 12.60	12.60	12.40	12.50	
Dec. 13.55	13.55	13.32 1/2	13.45	
Jan. 13.62 1/2	13.62 1/2	13.35	13.45	
Mar. 13.60	13.62 1/2	13.45	13.52 1/2	

Sales: 5,320,000 lbs.

Open interest at close Mon., Oct. 9th: Oct. 129, Nov. 455, Dec. 710, Jan. 283 and Mar. 87 lots.

WEDNESDAY, OCTOBER 11, 1950

	Open	High	Low	Close
Oct. 12.30	12.35	12.30	12.35 1/2	
Nov. 12.42 1/2	12.55	12.42 1/2	12.55 1/2	
Dec. 13.42 1/2	13.55	13.40	13.40 1/2	
Jan. 13.47 1/2	13.55	13.42 1/2	13.42 1/2	
Mar. 13.60			13.60	

Sales: About 4,250,000 lbs.

Open interest at close Tues., Oct. 10th: Oct. 126, Nov. 459, Dec. 713, Jan. 296 and Mar. 96 lots.

THURSDAY, OCTOBER 12, 1950

Market closed—holiday.

### PACKERS' WHOLESALE LARD PRICES

Refined lard, tierces, f.o.b. Chicago	\$16.12 1/2
Refined lard, 50-lb. cartons, f.o.b. Chicago	16.37 1/2
Kettle rend, tierces, f.o.b. Chicago	17.12 1/2
Leaf, kettle rend, tierces, f.o.b. Chicago	17.12 1/2
Lard flakes	17.37 1/2
Neutral, tierces, f.o.b. Chicago	17.37 1/2
Standard Shortening * & S. N. & S.	22.00
	23.75

\*Delivered.

The wide range of subjects covered by THE NATIONAL PROVISIONER makes it an indispensable aid to packers.

### U. S. FAT IMPORTS

July imports of specified fats and oils were reported by the U. S. Department of Agriculture as follows:

Commodity	July 1950	July 1949
Babassu kernels, lbs.	108,000	
Babassu oil, lbs.	1,069,000	
Castor beans, lbs.	10,378,000	11,067,000
Castor oil, lbs.	3,245,000	181,000
Linseed oil, lbs.	2,000	12,000
Copra, short tons	36,449	27,000
Coconut oil, lbs.	4,767,000	14,512,000
Oilseed oil, lbs.	1,436,000	407,000
Olive oil: Edible, lbs.	7,790,000	1,539,000
inedible, lbs.	879,000	210,000
Palm oil, lbs.	4,574,000	12,922,000
Sesame seed, lbs.	4,236,000	255,000
Tea seed oil, lbs.		21,000
Tucum kernels, lbs.		1,964,000
Tung oil, lbs.	8,550,000	2,501,000
Sesame oil, denatured, lbs.	3,000	23,000
Rapeseed oil, denatured, lbs.	110,000	123,000
Herring oil, lbs.	2,228,000	1,898,000
All others		

### WEEK'S LARD PRICES

	P.S. Lard	P.S. Lard Raw
	Tierces	Loose Leaf
Oct. 7	13.00 n	11.87 1/4 n
Oct. 8	12.62 1/4 n	11.75 n
Oct. 9	12.62 1/4 n	11.62 1/4 n
Oct. 10	12.50 n	11.62 1/4 n
Oct. 11	12.50 n	11.62 1/4 n
Oct. 12	Market closed—holiday.	

### Meat To U. N. Troops

A cargo of Argentine chilled and canned beef has been contributed to the United Nations troops fighting in Korea by the Argentine government, according to a recent announcement.



WABASH 2-9774

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# MARKET PRICES

NEW YORK

## WHOLESALE FRESH MEATS

### CARCASS BEEF

(l.c.l. prices)

	Oct. 11, 1950
Choice, 800 lbs./down	48 @ 50 1/4
Good, 800 lbs./down	46 1/4 @ 49
Commercial	42 1/2 @ 45 1/2
800 lbs./down	42 1/2 @ 45 1/2
Canner & cutter	35 1/2 @ 44 1/2
Bologna bulls	44 @ 44 1/2

### BEEF CUTS

(l.c.l. prices)

Choice:	
Hinds & ribs	54 @ 59
Rounds, N.Y. flank off.	55 @ 57
Hips, full	58 @ 60
Top sirloins	64 @ 66
Short loins, untrimmed	65 @ 70
Chucks, non-kosher	48 @ 50
Ribs, 30/40 lbs.	58 @ 62
Briskets	37 @ 38
Flanks	23 @ 25
Good:	
Hinds & ribs	53 @ 58
Rounds, N.Y. flank off.	54 @ 56
Hips, full	55 @ 58
Top sirloins	62 @ 64
Short loins, untrimmed	62 @ 66
Chucks, non-kosher	48 @ 49
Ribs, 30/40 lbs.	55 @ 60
Briskets	37 @ 38
Flanks	23 @ 25

### FRESH PORK CUTS

(l.c.l. prices)

	Western
Hams, regular, 14/down	40 @ 41 1/2
Hams, skinned, 14/down	42 @ 44
Picnics, 4/8 lbs.	28 1/2
Bellies, sq. cut, seedless	31 1/2 @ 32
8/12 lbs.	31 1/2 @ 32
Pork loins, 12/down	43 @ 45 1/2
Boston butts, 4/8 lbs.	28 @ 41
Spareribs, 3/down	36 1/2 @ 40
Pork trim., regular	23
Pork trim., ex. lean, 95%	44
Hams, regular, 14/down	43 @ 44
Hams, skinned, 14/down	44 @ 47
Shoulders, N.Y., 12/down	36 @ 37
Picnics, 4/8 lbs.	31 1/2 @ 35
Pork loins, 12/down	45 @ 48
Boston butts, 4/8 lbs.	40 @ 46
Spareribs, 3/down	40 @ 48
Pork trim., regular	23 @ 27

### FANCY MEATS

Veal breads, under 6 oz.	72
6 to 12 oz.	80
12 oz. up	1.00
Beef kidneys	25
Beef livers, selected	70 @ 80
Beef livers, selected, kosher	80 @ 95
Lamb fries	55
Oxtails, over 1/2 lb.	35

## WESTERN DRESSED MEATS AT NEW YORK

TUESDAY, OCTOBER 10, 1950  
All quotations in dollars per cwt.

### BEEF:

#### STEER:

Choice:	
350-500 lbs.	None
500-600 lbs.	None
600-700 lbs.	48.25-50.25
700-800 lbs.	48.00-49.50

#### Good:

350-500 lbs.	None
500-600 lbs.	48.00-49.00
600-700 lbs.	47.50-48.50
700-800 lbs.	46.25-47.75

#### Commercial:

350-600 lbs.	42.50-45.50
600-700 lbs.	42.50-45.50
Utility:	
350-600 lbs.	None

#### COW:

Commercial, all wts.	38.00-40.75
Utility, all wts.	37.50-39.00
Cutter, all wts.	None
Canner, all wts.	None

### VEAL—SKIN OFF:

Choice:	
80-110 lbs.	52.00-54.00
110-150 lbs.	45.00-52.00

#### Good:

50-80 lbs.	None
80-110 lbs.	45.00-52.00
110-150 lbs.	44.00-48.00

#### Commercial:

50-80 lbs.	None
80-110 lbs.	40.00-46.00
110-150 lbs.	40.00-43.00
Utility, all wts.	None

## DRESSED HOGS

(l.c.l. prices)

Hogs, gd. & ch., hd. on, lf. fat in	
100 to 136 lbs.	32 1/2 @ 35 1/4
137 to 153 lbs.	32 1/2 @ 35 1/4
154 to 171 lbs.	32 1/2 @ 35 1/4
172 to 188 lbs.	32 1/2 @ 35 1/4

### LAMBS

(l.c.l. prices)

Choice lambs	47 @ 61
Good lambs	47 @ 60 1/2
Legs, gd. & ch.	48 @ 62
Hindsaddles, gd. & ch.	59 @ 66
Loins, gd. & ch.	63 @ 70

### MUTTON

(l.c.l. prices)

Good, under 70 lbs.	27 @ 29
Comm., under 70 lbs.	26 @ 27
Utility, under 70 lbs.	22 @ 23

### VEAL—SKIN OFF

(l.c.l. prices)

	Western
Choice carcass	45 @ 54
Good carcass	44 @ 53
Commercial carcass	39 @ 46
Utility	

### BUTCHERS' FAT

(l.c.l. prices)

Shop fat	4 1/2
Breast fat	6
Edible suet	6 1/2
Inedible suet	6 1/2

## CORN-HOG RATIO

The corn-hog ratio for barrows and gilts at Chicago for the week ended October 7, 1950, was 12.7, compared with a ratio of 13.7 for the week ended September 30, 1950, and a 13.9 ratio for the week of October 8, 1949. These ratios were based on No. 3 yellow corn selling for \$1.542 per bu., \$1.531 per bu. and \$1.334 per bu., respectively. Barrows and gilts were selling at \$19.52 per cwt. during the week of October 7, and at \$20.91 a week earlier.

1914

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# BY-PRODUCTS....FATS AND OILS

## TALLOW AND GREASES

Thursday, October 12, 1950

The tallow and grease markets looked a little stronger most of this week; one feature of activity during the period was the purchase of several lots of lard by soapers. Demand was steady to strong and there were almost no offerings of product for immediate shipment. Buyers have been reluctant to reach higher for future shipment product. Trading last weekend was at 10½c, Chicago, for special tallow, and 11½c for choice white grease, first half of September delivery.

Monday's market was inactive with prime quoted at 12@12½c and choice white grease at 11½@11¾c. On Tuesday there was some soaper buying of lard on the 11½@11¾c level. A couple of cars of yellow grease sold at 9c and a few cars of white grease moved at 11½c, Chicago, and Chicago basis. There was also reported to be some trading at a shade higher than Monday's quotations. Soapers were again in the market for loose lard on Wednesday and bid a couple of tanks up to 11½c, Chicago, but most moved at 11½c. In general, the situation at midweek was one of good demand and scant offerings. A couple of tanks of choice white grease sold at 11½c. Some observers considered the easiness in lard would be reflected in the tallow and grease markets soon.

The market was bare of offerings for immediate shipment on Thursday. Reports on lard buying continued to come out, with the latest soaper purchases noted at 12½c, c.a.f. Chicago.

At midweek the East reported prices were firm with large soapers unwilling to advance their views. Small buyers were paying ¼ to 1c premium for tank cars. Export interest was good with some business at usual premiums over domestic sales. Soapers were finding it difficult to locate material.

Early in the week on the West Coast 50% protein, unground, per unit of protein \$1.70

soapers offered 12c for fancy, 11½c for prime; 11c for special and 8½c for yellow grease.

**TALLOW:** Thursday's quotations (carlots delivered usual consuming points) were: edible, 12½@12½c nominal; fancy, 12½@12½c; choice, 12@12½c nominal; prime, 12@12½c; special, 10½@11c; No. 1, 9½@9½c nominal; No. 3, 8½@9c nominal, and No. 2, 7½@8c nominal.

**GREASES:** Thursday's quotations were: choice white grease, 11½@11¾c; A-white, 10½c; B-white, 10½c; yellow, 8½@9c; house, 8½@8½c nominal; brown (50 acid) 7½@7½c nominal, and brown (25 acid), 7½@8c nominal.

## EASTERN FERTILIZER MARKET

New York, October 11, 1950

Buyers were inclined to wait for lower prices on most packinghouse by-products, but cracklings sold at \$1.70, f.o.b. New York.

Wet rendered tankage sold at \$8.00, f.o.b. New York, and best bids on dried blood were \$8.25, f.o.b. New York.

Fishmeal was slow but the fishing season along the Atlantic Coast is about over.

## FERTILIZER PRICES

### BASIS NEW YORK DELIVERY

Ammoniates	
Ammonium sulphate, bulk, per ton, f.o.b.	
Production point	\$35.00
Blood, dried 16% per unit of ammonia	8.25
Unground fish scrap, dried, 90% protein nominal f.o.b.	
Fish Factory, per unit	2.00
Soda nitrate, per net ton, bulk, ex-vessel	
Atlantic and Gulf ports	48.00
in 100-lb. bags	51.50
Fertilizer tankage, ground, 10% ammonia, 10% B.P.L., bulk	nominal
Feeding tankage, unground, 10-12% ammonia, bulk, per unit of ammonia	8.00
Phosphates	
Bone meal, steam, 3 and 50 bags, per ton, f.o.b. works	\$60.00
Bone meal, raw 4½% and 50% in bags, per ton, f.o.b. works	65.00
Superphosphate, bulk, f.o.b. Baltimore, 19% per unit	.76

### Dry Rendered Tankage

50% protein, unground, per unit of protein \$1.70

## BY-PRODUCTS MARKETS

(Chicago, Thursday, October 12, 1950)

### Blood

	Unit
	Ammonia
*Unground, per unit of ammonia	\$8.25@8.50

### Digester Feed Tankage Materials

Wet rendered, unground, loose	*\$9.25@9.50
Low test	*8.75
High test	8.25@8.50
Liquid stick tank cars	4.25@4.50

### Packinghouse Feeds

	Carlots, per ton
50% meat and bone scraps, bagged	\$115.00
50% meat and bone scraps, bulk	105.00
55% meat scraps, bulk	110.00
60% digester tankage, bulk	115.00
60% digester tankage, bagged	120.00
80% blood meal, bagged	150.00
65% special steamed bone meal, bagged	80.00

### Fertilizer Materials

High grade tankage, ground	
per unit ammonia	\$7.50
Hoof meal, per unit, ammonia	7.25

### Dry Rendered Tankage

	Per unit Protein
Cake	*\$1.75
Expeller	*1.75

### Gelatine and Glue Stocks

Calf trimmings (limed)	\$ 1.75@ 2.00
Hide trimmings (green, salted)	1.50
Cattle jaws, skulls and knuckles, per ton	65.00
Pig skin scraps and trim, per lb.	8.25

### Animal Hair

Winter coil dried, per ton	\$110.00@115.00
Summer coil dried, per ton	75.00@ 80.00
Cattle switches, per piece	5¼@6
Winter processed, gray, lb.	13¼@14
Summer processed, gray, lb.	8@8¼

\*Quoted delivered basis.

## Iowa Margarine Collections

Iowa State oleomargarine tax collections for the first nine months of 1950 totaled \$463,512, an increase of about \$33,500 over the same period last year. The probable reason for the increase, a state agriculture department spokesman said, was that distributors, who pay a 5c per lb. tax, have been building up an advance supply of tax stamps.

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 per ton  
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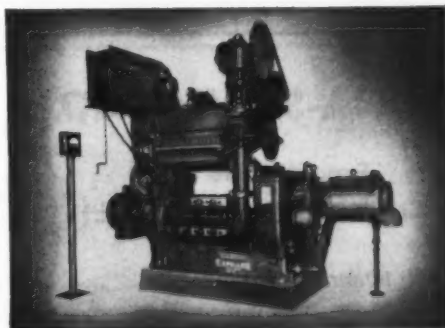
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## VEGETABLE OILS

Wednesday, October 11, 1950

A firm condition, with slightly higher prices, developed in the crude edible vegetable oil markets during the week. A mixed situation became noticeable after tradesmen stated that supply and demand were fairly equalized. Sales were generally confined to soybean oil and cottonseed oil.

The advances in corn oil, soybean oil, and cottonseed oil were  $\frac{1}{2}$ c, while coconut oil advanced  $\frac{1}{4}$ c. Peanut oil remained steady.

A total of 32,954,000 lbs. of cottonseed oil and 64,532,000 lbs. of soybean oil were used in the manufacture of shortenings during the month of August.

## VEGETABLE OILS

Wednesday, October 11, 1950

Crude cottonseed oil, carloads f.o.b. mills	
Valley	17 $\frac{1}{2}$ n
Southeast	17 $\frac{1}{2}$ n
Texas	17 $\frac{1}{2}$ n
Corn oil in tanks, f.o.b. mills	17n
Soybean oil, Decatur	14 $\frac{1}{2}$ n
Peanut oil, f.o.b. Southern Mills	19n
Coconut oil, Pacific Mills	15 $\frac{1}{2}$ n
Cottonseed foots	
Midwest and West Coast	3 $\frac{1}{2}$
East	3 $\frac{1}{2}$

## OLEOMARGARINE

Wednesday, October 11, 1950

Prices f.o.b. Chicago

White domestic vegetable	20
White animal fat	29
Milk churned pastry	28
Water churned pastry	27

ust. Of this, 7,195,000 lbs. of cottonseed oil and 3,895,000 lbs. of soybean oil were used in making oleomargarine.

**CORN OIL, PEANUT OIL, COCONUT OIL:** A lack of interest on the part of buyers resulted in a nominal situation throughout the week in these markets. The advances that were made came about to keep these markets in line with the others, but were not based on sales. A few scattered sales were reported last Friday in corn oil at 16 $\frac{1}{2}$ c. Rumored sales on the same day came from the coconut oil market at a 15 $\frac{1}{2}$ c price. On Wednesday corn oil was quoted at 17c nominal, peanut oil at 19c nominal, and coconut oil at 15 $\frac{1}{2}$ c nominal.

**SOYBEAN OIL:** Sales made late last week were at 14c, with a fair volume noted. On Monday, after soybean oil cashed for 14 $\frac{1}{2}$ c, offerings became scarce and bids as high as 14 $\frac{1}{2}$ c were not enough to bring results. On the following day sellers decided that the 14 $\frac{1}{2}$ c price was fair enough and sales resulted at that level. On Wednesday activity quieted and the market was quoted at 14 $\frac{1}{2}$ c nominal.

**COTTONSEED OIL:** A very active movement developed in the Valley and in Texas early this week. Southeastern oil did not enter the market until Tuesday. Late last week cottonseed oil in the Valley sold for 17 $\frac{1}{2}$ c and in Texas for 17c. Early this week Valley and Texas oil sold for the same price

of 17 $\frac{1}{2}$ c. Tuesday brought sales in the Southeast at 17 $\frac{1}{2}$ c. Later that day Valley oil sold on the Southeastern basis while Texas oil sold  $\frac{1}{4}$ c cheaper. These prices held through Wednesday.

The quotations from the New York futures exchange for the first three days of the week were as follows:

### MONDAY, OCTOBER 9, 1950

Oct.	20.00	20.33	19.75	19.80	20.32
Dec.	20.20	20.25	19.67	19.73	20.18
Jan.					
Mar.					
May	20.02	20.04	19.45	19.52	20.01
July	19.00	19.77	19.25	19.33	19.67
Sept.	18.00			18.07	18.40

Total sales: 606 lots.

### TUESDAY, OCTOBER 10, 1950

Oct.	19.70	19.06	19.72	19.06	19.50
Dec.	19.70	19.85	19.58	19.82	19.73
Jan.					
Mar.	19.50	19.62	19.35	19.62	19.52
May	19.50	19.62	19.35	19.62	19.52
July	19.33	19.37	19.12	19.37	19.33
Sept.	17.80	18.10	17.95	18.15	18.07

Total sales: 392 lots.

### WEDNESDAY, OCTOBER 11, 1950

Oct.	19.80	20.08	19.03	19.90	19.96
Dec.	19.62	20.00	19.65	19.84	19.82
Jan.					
Mar.	19.46	19.84	19.44	19.66	19.62
May	19.46	19.85	19.46	19.66	19.62
July	19.20	19.60	19.20	19.50	19.37
Sept.	17.90			18.10	18.15

Total sales: 401 lots.

### THURSDAY, OCTOBER 12, 1950

MARKET CLOSED; COLUMBUS DAY

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# HIDES AND SKINS

Late last week heavy native steers and bulls declined 1c—Heavy native steers off another 1c this week—Heavy native cows also 1c lower, while branded steers declined ½c—Other classes all steady.

## CHICAGO

**PACKER HIDES:** Last week we indicated that heavy hides apparently would have to be priced lower to attract any interest. After press time late last week packers lowered their asking prices a full cent on both heavy native steers and bulls and at these levels (31c for the steers and 21c for the bulls) about 16,000 of each description was traded. This trading, in addition to transfers and sales previously reported for last week, put the total volume for the week at close to 200,000.

This week opened on a fairly strong note with the heavy trading of the previous week placing the packers in a fairly well sold position; however, they still had some heavy hides. With demand limited it took further price reductions in this type to make sales. As a result there was a mixed market with the light hides steady and the heavy hides lower again.

Trade sources claim that specialty buying pushed heavy hides to their present levels, and with these buyers fairly well supplied it has taken price cuts and probably will require more to bring other tanning interests into the market. This is particularly true of tanning these hides for shoe sole purposes.

As has been the case for the last several weeks, interest for light cows and branded cows was sufficient to quickly absorb the offerings made on Tuesday. About 18,000 of each description was sold and at steady prices; 30½@31c for the branded cows and 33@34c for the light cows. A few other cars of the latter sold toward weekend on the same basis. In addition to this trading, about 2,800 light native steers sold 33½c; about 3,600 ex-light native

steers sold 36½c; 2,300 mixed light branded steers and ex-light steers sold 30½@33½c, and 6,800 heavy native cows sold 31c. All of these sales were made on Tuesday.

Tuesday's trading removed most of the items from the market that were in demand and for the balance of the week it was a little tougher going for the packers. On Wednesday about 10,000 branded steers were traded, but only after a price reduction of ½c had been made, putting the butts at 28c and the Colorado's at 27½c. There were also a couple cars of heavy cows moved at 31c, and an outside packer moved a car of heavy native steers at 30½c, off ½c from last trading.

On Thursday packers were still trying to move heavy native steers and heavy cows, but in so doing took another ½c cut in the offering price, putting the heavy cows at 30½c and the heavy native steers at 30c. Two sales of about 3,000 each were reported at these prices with several more trades made on the same basis but not reported. Although the volume of the undisclosed trade could not even be estimated, it was still felt that there was a carry-over in some of these heavy hides and that the market for these might work even lower.

**WEST COAST:** Trading in this area was on a limited basis again this week, with nothing of consequence reported at press time. Last trading had the cows at 28c and the steers at 26c, but this market was not considered to be quite that strong currently.

**SHEEPSKINS:** Trading this week continued to be on a steady basis, but it was becoming a little more difficult to move product. As a matter of fact, for the first time in several weeks, there was some product carried over unsold. The combination of slightly better supplies and decreased demand contributed to this picture.

Notwithstanding the above remarks, there was a fair volume of trading dur-

ing the week. Truck clips and No. 1 shearlings sold \$5.25 and \$4.75. Sales equivalent to a few cars No. 1 shearlings and clips sold at \$4.75 and \$5.25. There were also included a few 2's and 3's at \$2.60 and \$2. Pickled skins were sold at \$17 with more offered at the same price. Dry pelts sold at 42c and there was good interest for more at this figure.

Details on the "interior" trading were rather sketchy, but it was quite definite that an excess of \$5 was paid, with indications that the price was close to \$5.25.

**OUTSIDE SMALL PACKER:** It was generally agreed that this market was sluggish and slow this week. Some brokers went so far as to say that it was the slowest week in the last six months. It appeared that the possibility of further price cuts in heavy cows, heavy native steers and branded steers in the packer market had tanners on the sidelines.

What little trade developed was mostly accomplished because of price reductions; this was particularly true later in the week, with some tanners dropping earlier bids ½@1c. A few outside packers moved 50-lb. average hides early at 30c. About the same time 56/57 average sold 28½c and 45/46 sold 30c. Heavier hides and bulls were offered but generally unsold. The country market which has been less active and which has not had as much of a price raise as the small packers was about steady, with some 44's reported selling at 27½c and some 45/46 at 27c. A sale of 46/48 city butchers was reported at 27c.

**CALFSKINS AND KIPSKINS:** In what must be some sort of a recent record for price stability, calfskins sold at steady prices again this week. On August 30 after a long period at 75 and 70c, northern calfskins sold at 80 and 75c, f.o.b., and they have been selling at this price since that time.

In this week's trading a total of 5,000 northern heavies sold at 75c and a mixed package of 25,000 light and heavies sold at 80 and 75c, both sales f.o.b. After last week's rather heavy trading the kipskin market was quiet.

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**HIDES  
AND  
SKINS**

## N. Y. HIDE FUTURES

MONDAY, OCTOBER 9, 1950

	Open	High	Low	Close
Dec. ....	27.31b	27.45	27.30	27.60b
Mar. ....	26.05	26.50	26.00	26.29
June ....	25.65b	.....	.....	25.99b
Sept. ....	25.70	.....	.....	25.59b

Close: 20 to 34 points higher; sales 14 lots.

TUESDAY, OCTOBER 10, 1950

Dec. ....	27.50b	28.08	27.72	27.85b
Mar. ....	26.50b	26.65	26.40	26.50b
June ....	26.05b	.....	.....	26.15b
Sept. ....	25.75b	.....	.....	25.70b

Close: 11 to 25 points higher; sales 17 lots.

WEDNESDAY, OCTOBER 11, 1950

Dec. ....	27.80b	27.85	27.65	27.65
Mar. ....	26.50b	26.36	26.35	26.35b
June ....	26.10b	26.30	26.10	26.10b
Sept. ....	25.70b	.....	.....	25.70b

Close: Unchanged to 20 points off; sales 10 lots.

THURSDAY, OCTOBER 12, 1950

Market closed—holiday.

## MORE CATTLE IN IRELAND

Cattle and sheep numbers in Ireland on June 1, 1950 increased over a year earlier, while hog numbers declined, according to the Office of Foreign Agricultural Relations of the USDA. Cattle numbers totaling 4,324,000 head were almost 5 per cent above those of June 1949 and the highest since 1922. The 2,331,000 head of sheep reported were about 7 per cent above the preceding year, but were only about 75 per cent of prewar numbers.

Hog numbers decreased 2 per cent to 664,000 head, and were almost 30 per cent below the June 1939 level. The slight decline in hog numbers reflects the uncertainty of future feed supplies and export outlets.

## CHICAGO HIDE MOVEMENT

Receipts of hides at Chicago for the week ended October 7, 1950, were 6,021,000 lbs.; previous week 4,943,000 lbs.; same week 1949, 6,279,000 lbs.; 1950 to date, 227,955,000 lbs.; corresponding period a year earlier, 271,927,000 lbs.

Shipments for the week ended October 7 totaled 4,227,000 lbs.; previous week, 4,260,000 lbs.; same week last year 6,197,000 lbs.; 1950 to date, 177,840,000 lbs.; corresponding period a year earlier, 205,148,000 lbs.

## CHICAGO HIDE QUOTATIONS

PACKER HIDES		Cor. week
Week ended	Previous	1949
Oct. 12, 1950	Week	
Nat. str. ....	30 @ 33 1/2	32 @ 33 1/2
Hvy. Tex. str. ....	28	28 1/2
Hvy. butt. ....	28	28 1/2
Brand'd str. ....	28	28 1/2
Hvy. Col. str. ....	27 1/2	28
Ex-light Tex. ....	33 1/2	33 1/2
str. ....	30 1/2	30 1/2
Brand'd cows ....	30	32
Hy. nat. cows ....	33	34
Lt. nat. cows ....	31	32
Nat. bulls ....	21	22
Brand'd bulls ....	20	21
Calskins ....	75 1/2 @ 80 1/2	75 1/2 @ 80 1/2
Nor. ....	50 1/2	50 1/2
Kips ....	57	57
Nor. brand ....	37.75ax	3.75
Slunks, reg. ....	.90	3.75
Slunks, hrls. ....		2.00

CITY AND OUTSIDE SMALL PACKERS	
41-42 lb. aver. ....	30 @ 31 1/2
50-52 lb. aver. ....	29 @ 30 1/2
63-65 lb. aver. ....	28 @ 29 1/2
Nat. bulls ....	18 @ 19 1/2
Calskins ....	55 @ 60
Kips, nat. ....	40 @ 45
Slunks, reg. ....	3.25
Slunks, hrls. ....	.75

All packer hides and all calf and kipkins quoted on trimmed, selected basis; small packer hides quoted selected, trimmed; slunks quoted flat.

COUNTRY HIDES	
50-52 lb. aver. ....	25 @ 26
Bulls ....	13 @ 13 1/2
Calskins ....	33 @ 35
Kipkins ....	31 @ 33

All country hides and skins quoted on flat trimmed basis.

SHEEPSKINS, ETC.	
Pkr. shearings, No. 1 ....	4.75
Dry pelts ....	40 @ 42
Horsehides, untrmd. ....	12.50 @ 13.00

## ST. LOUIS HOGS IN SEPTEMBER

Hog receipts, weights and range of prices at the National Stock Yards, E. St. Louis, Ill., were reported by H. L. Sparks & Co. as follows:

	September 1950	1949
Hogs received ....	209,040	218,762
Highest price ....	\$24.25	\$23.00
Lowest price ....	20.50	19.75
Average price ....	21.88	20.76
Average weight, lbs. ....	209	206

## LIVESTOCK CAR LOADINGS

A total of 15,594 cars were loaded with livestock during the week ended September 30, 1950. This is an increase of 403 over the same week in 1949, and a decrease of 2,684 cars from loadings in the corresponding week in 1948.

## BRAZIL MAY BUY U. S. LARD

Lard imports from the United States by Brazil may be permitted soon, according to the American Embassy in Rio de Janeiro. The Central Price Commission has proposed that these imports be permitted to keep the price of lard from reaching excessive levels. The wholesale price ceiling in Rio is 37c per lb., while the retail ceiling is 44c.

Prices of all fats in Brazil, and especially lard, have risen considerably in recent weeks. Officials state that although there may have been some increase in the demand for lard, domestic production this year apparently will be as large as last year and, therefore, it is difficult to justify the price rises.

## KINDS OF LIVESTOCK KILLED

The classification of livestock slaughtered under federal inspection:

	Aug. 1950	July 1950	Aug. 1949
	Per cent	Per cent	Per cent
Cattle—			
Steers .....	62.3	51.8	54.0
Heifers .....	9.4	10.6	10.6
Cows .....	23.6	32.5	31.4
Bulls and Stags .....	4.7	5.3	4.0
Total .....	100.0	100.0	100.0
Canvans and cutters .....	15.2	13.4	13.4
Hogs—			
Sows .....	31.2	37.7	33.8
Barrows and gilts .....	68.1	61.3	65.1
Stags and boars .....	.7	1.0	.9
Sheep and lambs—			
Lambs and wrls .....	87.2	87.8	87.9
Sheep .....	12.8	12.2	12.1

<sup>1</sup>Included in cattle classification.

## BRITISH BACON RATION

The British Ministry of Food recently announced that, beginning October 8, 1950, the bacon ration would be reduced from 5 oz. to 4 oz. per week, according to the Office of Foreign Agricultural Relations of the USDA. Seasonal variations in imported bacon and home-killed meat supplies influenced the change in the rations.

## ANIMAL FOODS PRODUCTION

There were 48,866,964 lbs. of animal foods canned under federal inspection during August, 1950, according to the U. S. Department of Agriculture, compared with 41,873,223 lbs. in July, 1950 and 36,517,102 lbs. in August, 1949.

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# LIVESTOCK MARKETS

Weekly Review

## This Year's Volume of Cattle on Feed Is at High Level

**A** CONTINUED high volume of cattle feeding this season is indicated by near record feed grain supplies, good range feed supplies and the continued strong demand for beef, according to the Bureau of Agricultural Economics. Other important factors in the cattle feeding situation this season are a further shift toward lightweight feeder steers and calves and the record high cost of feeders. The price of feeder cattle is causing a cautious attitude by both cattle feeders and financing groups. These prices have been steady since June 1 and experienced practically none of the usual seasonal decline.

There will be "soft" or poor quality corn in parts of northern Iowa and the northern Corn Belt that will require quick consumption by livestock. The movement of feeder cattle into the Corn Belt since July is 26 per cent below the record receipts last year when a greatly accelerated early movement from the northern plains states was caused by poor weather and feed conditions. However, the July-September movement is higher than most previous years. This year the movement of feeder cattle is expected to be later than last year. The fall run from the northern plains is expected to be down even though prices of feeder cattle have been so favorable.

In the West, California will probably feed a record number, while in the Pacific northwest the same or slightly fewer may be fed. Feeding in Arizona will be substantially larger than last year. In Colorado and the rest of the western states the volume fed is expected to equal or exceed last year. Texas is expected to feed more cattle than last year due to abundant feed

supplies. Prospects are good for wheat pasture in the plains states and pasturing activities will be limited chiefly by the availability of feeder cattle.

In addition to near record corn supplies, the 1950 oats crop is larger than last year in nearly every important cattle feeding state; the 1950 hay crop is the second largest on record, and wheat pastures have made very good progress in the wheat pasture feeding area of Kansas, Oklahoma and northern Texas. However, in some local areas of the West hay supplies will not be too plentiful. The demand for cattle is broad and pasturing will be limited largely by the availability of cattle. The 1950 production of sorghum grain is substantially greater than last year and close to the record high production of 1944; of the important sorghum grain producing states, Colorado and New Mexico will have substantially smaller crops.

Although July-September shipments into all the Corn Belt states for which records are available are substantially below last year, they are about 12 per cent larger than for the same months two years ago. Iowa, Illinois and Nebraska show decreases of 28 per cent, 23 per cent and 16 per cent, respectively, from 1949. Ohio shipments were down 48 per cent; Wisconsin down 43 per cent; Indiana, 37 per cent; Michigan, 35 per cent, and Minnesota, 20 per cent. Missouri and South Dakota also had smaller shipments than a year earlier, while in Kansas they were slightly higher.

There is only limited information on the number of feeder cattle that will move from producing areas during the rest of the year. There is reported to be a strong demand for breeding heifers and other stock cattle which may limit to some extent the number of available feeder cattle. The good range feed conditions are expected to encourage local demand and may delay marketings from the range areas. October

and November are normally months of heavy movement of feeder cattle into the feeding areas. Inventories of feeder-type cattle in the range states were smaller than a year earlier. Information indicates that Canadian imports of cattle during July-September were substantially higher than last year but still below two years ago when restrictions on imports to the United States were first lifted.

Information shows a continued tendency toward long-term feeding. The five market records of feeder and stocker purchases during July-September shows a somewhat higher proportion of lightweight steers than last year. Purchases of feeder steers weighing between 500-800 lbs. accounted for 64 per cent of the July-September purchases compared with 62 per cent a year ago. A larger proportion of the shipments were calves. The records show that in September the number of calves purchased were only 2 per cent less than last September while purchases of steers were 21 per cent less. During July-September 10 per cent fewer calves were purchased while steer purchases were down 27 per cent.

## HOG WEIGHTS AND COSTS

Average weights and costs of hogs at seven markets during September, 1950, were reported by the U. S. Department of Agriculture as shown in the following table:

	BARROWS AND GILTS		SOWS	
	Sept. 1950	Sept. 1949	Sept. 1950	Sept. 1949
Chicago .....	\$21.81	\$20.76	\$20.12	\$18.41
Kansas City .....	22.08	20.71	19.82	18.18
Omaha .....	21.99	20.64	20.06	18.62
St. Louis Nat'l .....				
Stk. Yds. ....	21.88	20.76	19.83	18.08
St. Joseph .....	21.95	20.65	19.94	18.19
St. Paul .....	21.60	20.11	19.67	18.18
Sioux City .....	21.86	20.35	19.75	18.22
Average Weight in Pounds				
Chicago .....	220	215	382	374
Kansas City .....	218	213	374	374
Omaha .....	215	210	372	361
St. Louis Nat'l .....				
Stk. Yds. ....	209	206	379	371
St. Joseph .....	213	207	361	352
St. Paul .....	210	207	370	372
Sioux City .....	218	213	376	363

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## LIVESTOCK PRICES AT LEADING MARKETS

Livestock prices at five western markets on Tuesday, October 10, 1950, were reported by the Production & Marketing Administration as follows:

**HOGS:** (Quotations based on hard hogs) St. L. Natl. Yds. Chicago Kansas City Omaha St. Paul

### BARROWS AND GILTS:

Good and Choice:					
120-140 lbs.	\$16.75-18.00	\$15.00-17.25	\$	\$	\$
140-160 lbs.	17.75-19.00	17.00-18.25	17.00-18.00	16.75-17.75	17.00-18.25
160-180 lbs.	18.50-19.50	18.00-19.00	17.50-18.75	17.50-19.00	17.00-18.25
180-200 lbs.	19.25-19.85	18.75-19.50	18.50-19.25	18.75-19.25	18.00-19.00
200-220 lbs.	19.50-20.00	19.00-19.75	19.25-19.50	19.00-19.50	19.00-19.25
220-240 lbs.	19.50-20.00	19.35-19.90	19.25-19.50	19.00-19.50	19.00-19.25
240-270 lbs.	19.40-19.85	19.50-19.90	19.25-19.50	19.00-19.50	19.00-19.25
270-300 lbs.	19.25-19.60	19.40-19.90	19.00-19.35	19.00-19.50	19.00-19.25
300-330 lbs.	19.25-19.50	19.25-19.65	18.75-19.25	18.25-19.00	19.00-19.25
330-360 lbs.	19.00-19.25	19.00-19.25	18.50-19.00	18.25-19.00	19.00-19.25

### Medium:

160-220 lbs.	17.00-19.50	17.00-18.50	17.75-19.00	16.25-19.00	
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### SOVS:

Good and Choice:					
270-300 lbs.	19.25-19.50	19.00-19.25	18.00-18.50	18.00-18.50	17.25-18.50
300-330 lbs.	19.25-19.25	18.75-18.00	18.00-18.50	18.00-18.50	17.25-18.50
330-360 lbs.	18.75-19.25	18.50-19.00	17.75-18.50	18.00-18.50	17.25-18.50
360-400 lbs.	17.75-19.00	18.00-18.75	17.50-18.25	18.00-18.50	17.25-18.50

### Good:

400-450 lbs.	17.25-18.50	17.50-18.25	17.25-18.00	17.50-18.00	16.00-17.50
450-550 lbs.	16.75-17.75	16.50-17.75	17.00-17.50	17.00-17.75	16.00-17.50

### Medium:

250-550 lbs.	16.00-19.00	15.00-18.00	14.75-18.00	16.50-18.25	
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### PIGS (Slaughter):

Medium and Good:					
90-120 lbs.	13.50-17.00	13.00-16.00			

### SLAUGHTER CATTLE, VEALERS AND CALVES:

#### STEERS, Choice:

700-900 lbs.	30.50-32.00	30.00-31.75	30.00-31.75	30.50-31.50	30.50-31.50
900-1100 lbs.	30.75-32.50	30.75-33.00	30.50-32.50	30.50-32.00	30.50-32.00
1100-1300 lbs.	30.75-32.50	30.25-33.25	30.50-32.50	30.00-32.00	30.50-32.00
1300-1500 lbs.	30.50-32.00	29.75-32.50	29.75-31.75	29.50-31.25	30.00-31.50

#### Good:

700-900 lbs.	28.25-30.50	28.75-30.75	28.00-30.25	28.25-30.50	28.50-30.50
900-1100 lbs.	28.50-30.75	28.50-30.75	28.25-30.50	28.25-30.50	28.50-30.50
1100-1300 lbs.	28.50-30.75	28.25-30.75	28.25-30.50	27.75-30.50	28.50-30.50
1300-1500 lbs.	28.25-30.50	28.25-30.25	27.75-30.00	27.75-30.00	28.50-30.50

#### Medium:

700-1100 lbs.	23.00-28.50	23.50-28.75	22.75-28.25	24.00-27.75	28.00-28.50
1100-1300 lbs.	23.00-28.50	23.50-28.50	22.75-28.25	24.00-27.75	23.00-28.50

#### Common:

700-1100 lbs.	21.00-23.00	20.50-23.50	20.00-22.75	21.25-24.00	20.50-23.00
---------------	-------------	-------------	-------------	-------------	-------------

#### HEIFERS, Choice:

600-800 lbs.	30.75-32.00	29.50-30.75	29.75-31.50	30.00-31.00	29.00-31.00
800-1000 lbs.	30.75-32.00	29.25-31.00	29.75-32.00	29.75-31.00	29.00-31.00

#### Good:

600-800 lbs.	28.25-30.75	28.00-29.50	27.50-29.75	27.75-29.75	29.00-31.00
800-1000 lbs.	28.25-30.75	28.00-29.50	27.50-29.75	27.50-29.75	28.00-29.00

#### Medium:

500-900 lbs.	23.00-28.25	23.00-28.00	22.50-27.50	23.00-27.50	22.50-28.00
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#### Common:

500-900 lbs.	20.00-23.00	20.00-23.00	20.00-22.50	20.50-23.00	20.00-22.50
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### COWS, (All Weights):

Good	21.00-22.00	20.75-22.50	20.50-22.50	20.00-22.00	19.50-21.50
Medium	19.50-21.00	19.75-21.00	18.75-20.50	18.25-20.00	18.50-19.50
Common	18.50-19.50	18.25-20.00	18.00-18.75	17.00-18.25	17.50-18.50
Can. & Cut.	14.50-18.50	14.00-18.50	13.50-18.00	13.75-17.00	14.50-17.50

### BULLS (Yrls. Excl.) All Weights:

Beef, good	22.00-23.75	23.25-25.00	23.00-23.50	21.75-22.75	22.50-23.00
Sausage, good	22.00-23.75	25.25-26.00	23.00-23.50	23.00-24.00	22.50-24.00
Sausage, medium	21.00-22.00	23.50-25.25	20.50-23.00	21.00-23.00	20.00-22.50
Sausage, cut & com.	18.00-21.00	18.50-23.50	18.00-20.50	18.50-21.00	16.00-20.00

### VEALERS (All Weights):

Good & choice	31.00-35.00	31.00-34.00	29.00-31.00	29.50-31.00	28.00-32.00
Com. & med.	22.00-31.00	24.00-31.00	22.00-29.00	21.50-28.50	21.00-28.00
Cull, 75 lbs. up	18.00-22.00	20.00-24.00	17.00-22.00	18.50-21.50	17.00-21.00

### CALVES (500 lbs. down):

Good & choice	28.00-30.00	28.00-30.00	24.00-27.00	24.50-29.00	27.00-29.00
Com. & med.	21.00-26.00	20.00-27.00	18.00-24.00	19.00-24.50	21.00-27.00
Cull	17.00-21.00	17.00-20.00	15.00-18.00	18.00-19.00	17.00-21.00

### SLAUGHTER LAMBS AND SHEEP:

#### LAMBS:

Good & choice	27.25-28.00	27.00-28.50	26.50-27.50	27.25-28.25	27.25-27.75
Med. & good	25.00-27.00	25.50-27.00	24.00-26.25	26.25-27.25	26.00-27.00
Common	21.50-24.50	20.00-25.00	21.50-23.75	25.00-26.25	20.00-24.50

#### YRLGS. WETHERS (Shorn):

Good & choice	24.25-25.25				
Med. & good	23.00-24.25				

#### EWES (Shorn):

(Except St. Paul & Omaha)					
Good & choice	11.00-13.00	13.50-15.00	13.25-13.75	13.50-14.00	13.50-15.00
Com. & med.	10.00-12.00	12.00-13.00	11.50-13.00	12.00-13.50	11.00-13.25

\*Quotations on woolled stock based on animals of current seasonal market weight and wool growth, those on shorn stock on animals with No. 1 and 2 pelt.

\*Quotations on slaughter lambs and yearlings of good and choice grades and the medium and good grades and on ewes of good and choice grades as combined represent lots averaging within the top half of the good and the top half of the medium grades, respectively.



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IRISH CARCASS STEERS

AND

IRISH BOLOGNA BULLS

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FRANKFURTERS

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WEST VIRGINIA  
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**HYGRADE'S**  
HONEY BRAND  
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AND TONGUE

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high grade in fact!

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## SLAUGHTER REPORTS

Special reports to THE NATIONAL PROVISIONER, showing the number of livestock slaughtered at 13 centers for week ending October 7, 1950:

CATTLE			
	Week ended Oct. 7	Prev. Week	Cor. week, 1949
Chicago	21,412	23,162	21,065
Kansas City	18,933	20,767	23,763
Omaha	19,546	22,304	18,072
E. St. Louis	7,006	8,857	8,352
St. Joseph	7,821	8,576	9,873
Sioux City	10,909	9,515	9,515
Wichita	3,690	4,005	5,233
New York & Jersey City	6,885	7,260	6,225
Okl. City	5,684	6,927	8,822
Cincinnati	4,116	4,429	4,406
Denver	7,715	9,421	6,131
St. Paul	14,511	16,237	16,373
Milwaukee	3,560	3,903	3,481
Total	131,097	136,848	145,511

HOGS			
Chicago	42,467	39,242	41,265
Kansas City	12,324	24,762	13,015
Omaha	35,242	33,207	40,809
E. St. Louis	31,562	36,650	32,126
St. Joseph	28,372	24,216	25,436
Sioux City	21,368	22,428	22,428
Wichita	9,701	9,769	3,501
New York & Jersey City	44,581	45,550	43,561
Okl. City	11,638	10,640	11,075
Cincinnati	17,669	17,562	15,292
Denver	10,762	10,515	10,594
St. Paul	51,979	37,882	53,784
Milwaukee	9,136	6,976	7,734
Total	326,771	296,971	320,620

SHEEP			
Chicago	5,033	4,966	6,781
Kansas City	11,353	14,332	13,469
Omaha	12,752	13,043	14,061
E. St. Louis	5,881	8,581	8,562
St. Joseph	11,047	8,870	15,933
Sioux City	4,418	6,744	6,744
Wichita	1,468	1,286	1,617
New York & Jersey City	35,578	35,901	35,867
Okl. City	2,006	2,690	686
Cincinnati	980	1,149	941
Denver	18,557	15,261	24,366
St. Paul	13,830	6,043	15,782
Milwaukee	1,249	1,218	1,165
Total	124,152	113,390	146,004

\*Cattle and calves.  
†Federally inspected slaughter, including directs.  
‡Stockyards sales for local slaughter.  
§Stockyards receipts for local slaughter, including directs.

## BALTIMORE LIVESTOCK

Prices at Baltimore, Md., on Thursday, October 12:

CATTLE:	
Steers, gd.	\$29.00@30.00
Steers, med. & gd.	25.50@28.00
Heifers, com. & med.	19.00@25.00
Cows, gd.	21.00@22.00
Cows, com. & med.	17.50@20.50
Cows, can. & cut.	14.00@17.00
Bulls, gd.	24.00@25.00
Bulls, com. & med.	20.00@23.50
CALVES:	
Vealers, gd. & ch.	\$30.00@34.00
Com. & med.	20.00@20.00
Culls	14.00@20.00
HOGS:	
Gd. & ch., 180-240	\$20.00@29.75
Sows, 400/lbms.	19.00@19.25
SHEEP:	
Wooled lambs, gd. & ch.	\$28.00@29.00

## LIVESTOCK PRICES AT LOS ANGELES

Prices at Los Angeles, Thursday, October 12, were reported as follows:

CATTLE:	
Heifers, med.	\$26.50 only
Cows, med. & gd.	21.00@22.75
Cows, com.	19.25@20.75
Cows, can. & cut.	16.00@19.00
Bulls, cut. to gd.	21.50@26.00
HOGS:	
Gd. & ch., 200-225	\$21.50@22.25
Sows, com. to gd.	15.00@18.50

## CHICAGO LIVESTOCK

Supplies of livestock at the Chicago Union Stockyards for current and comparative periods.

RECEIPTS				
	Cattle	Calves	Hogs	Sheep
Oct. 5	2,603	336	9,992	1,870
Oct. 6	1,472	214	7,747	747
Oct. 7	638	259	2,506	522
Oct. 8	18,646	468	10,626	2,399
Oct. 9	5,648	346	14,402	2,147
Oct. 11	8,300	600	11,000	2,900
Oct. 12	2,700	300	10,000	2,000

\*Week so far...35,294 1,714 46,100 10,346  
Wk. ago 35,792 2,038 57,503 10,073  
1949 ...30,773 2,704 59,700 9,997  
1948 ...25,982 3,221 46,351 18,447  
\*Including 782 cattle, 14,207 hogs and 2,522 sheep direct to packers.

SHIPMENTS				
	Cattle	Calves	Hogs	Sheep
Oct. 5	1,783	89	472	190
Oct. 6	941	...	1,201	395
Oct. 7	292	...	90	266
Oct. 9	4,670	...	1,631	...
Oct. 10	3,416	104	940	706
Oct. 11	4,000	100	500	200
Oct. 12	1,700	100	400	200

OCTOBER RECEIPTS				
	1950	1949	1948	1947
Cattle	70,202	64,793	64,793	64,793
Calves	4,301	6,246	6,246	6,246
Hogs	113,656	121,850	121,850	121,850
Sheep	20,682	22,369	22,369	22,369

OCTOBER SHIPMENTS				
	1950	1949	1948	1947
Cattle	26,916	22,738	22,738	22,738
Hogs	8,654	12,872	12,872	12,872
Sheep	3,373	6,490	6,490	6,490

## CHICAGO HOG PURCHASES

Supplies of hogs purchased at Chicago, week ended Thursday, Oct. 12:

	Week ended Oct. 12	Week ended Oct. 5
Packers' purch.	31,560	42,873
Shippers' purch.	5,549	5,559
Total	37,109	48,432

## CANADIAN KILL

Inspected slaughter in Canada, week ended September 30.

CATTLE	
Week Ended Same Week September 30 Last Year	
Western Canada	11,760 17,481
Eastern Canada	14,656 16,366
Total	26,416 33,847

HOGS	
Western Canada	20,271 19,419
Eastern Canada	56,906 58,339
Total	77,177 77,749

SHEEP	
Western Canada	6,537 9,776
Eastern Canada	25,021 22,274
Total	31,558 32,050

## NEW YORK RECEIPTS

Receipts of salable livestock at Jersey City and 41st st., New York market for week ended October 6:

Cattle Calves Hogs* Sheep				
Salable	448	1,427	863	904
Total (incl. directs)	3,813	4,563	20,903	15,131
Previous week:				
Salable	404	976	1,147	539
Total (incl. directs)	5,005	4,602	23,180	23,787

\*Including hogs at 31st street.

## PACIFIC COAST LIVESTOCK

Receipts at leading Pacific Coast markets, week ending October 5:

Cattle Calves Hogs Sheep	
Los Angeles	8,450 1,475 1,650 475
N. Portland	2,270 390 910 1,225
S. Francisco	975 35 1,750 1,900



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Chl-  
current

Sheep  
1,870  
747  
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2,800  
2,000

10,346  
10,773  
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Sheep  
190  
395  
205

706  
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1,106  
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5:  
Sheep  
475  
1,225  
1,900

## PACKERS' PURCHASES

Purchases of livestock by packers at principal centers for the week ending Saturday, October 7, 1950, as reported to The National Provisioner:

### CHICAGO

Armour, 4,755 hogs; Swift, 3,464 hogs; Wilson, 4,918 hogs; Agar, 8,915 hogs; Shippers, 5,274 hogs; Others, 20,415.

Total, 21,412 cattle; 1,093 calves; 42,467 hogs; 5,033 sheep.

### KANSAS CITY

Armour .. 3,021 725 2,692 2,397  
Cudahy .. 2,168 647 1,044 1,132  
Swift .. 3,007 1,014 3,438 4,101  
Wilson .. 1,112 317 2,078 1,504  
Central .. 1,129 .. ..  
Others .. 5,193 .. 3,972 2,219

Total .. 16,230 2,703 12,324 11,353

### OMAHA

Armour .. 5,325 5,044 2,826  
Cudahy .. 707 5,732 1,907  
Swift .. 4,674 9,584 1,857  
Wilson .. 2,807 4,006 300  
Eagle .. 17 .. ..  
Gr. Omaha .. 159 .. ..  
Hofmann .. 82 .. ..  
Rothschild .. 486 .. ..  
Roth .. 145 .. ..  
Klingan .. 1,056 .. ..  
Merchants .. 47 .. ..  
Midwest .. 41 .. ..  
Omaha .. 39 .. ..  
Others .. 6,744 .. ..

Total .. 10,585 31,610 6,790

### EAST ST. LOUIS

Armour .. 2,531 1,421 8,124 2,284  
Swift .. 3,659 1,459 12,970 3,508  
Hunter .. 816 .. 2,696 89  
Hill .. .. 2,047 .. ..  
Krey .. .. 3,848 .. ..  
Laclede .. .. 961 .. ..  
Sieloff .. .. 916 .. ..  
Others .. 13,067 2,701 17,735 3,363

Total .. 21,113 5,584 49,297 9,244

### ST. JOSEPH

Armour .. 2,908 487 14,034 6,729  
Swift .. 2,288 289 8,151 2,928  
Others .. 4,354 484 5,571 376

Total .. 9,540 1,260 27,756 10,033

Does not include 42 cattle, 5,260 hogs and 1,390 sheep bought direct.

### ST. LOUIS

Armour .. 3,194 9 6,817 996  
Cudahy .. 4,255 20 7,359 729  
Swift .. 2,498 2 4,509 1,348  
Others .. 173 1 .. ..  
Shippers .. 6,577 108 5,911 2,133

Total .. 15,097 135 24,656 5,206

### WICHITA

Cudahy .. 1,043 .. 3,771 847  
Gugenheim .. 80 .. ..  
Dunn .. .. 56 .. ..  
Ostertag .. .. 80 .. ..  
Dold .. .. 15 .. ..  
Sunflower .. .. 82 .. ..  
Pioneer .. .. 529 .. ..  
Excel .. .. 2,129 .. 519 ..

Total .. 4,541 .. 5,036 847

Does not include 691 cattle; 587 calves; 3,154 hogs and 1,075 sheep bought direct.

### OKLAHOMA CITY

Armour .. 1,867 381 1,514 122  
Wilson .. 1,527 459 1,575 283  
Others .. 767 743 8,549 1,951

Total .. 4,101 1,583 11,639 2,006

### LOS ANGELES

Armour .. .. 235 .. ..  
Cudahy .. 806 115 45 .. ..  
Swift .. 90 .. .. 37 .. ..  
Wilson .. 23 .. ..  
Arme .. 147 62 .. ..  
Atlas .. 427 .. .. 353 .. ..  
Clougherty .. 139 1 116 .. ..  
Coast .. 365 56 103 .. ..  
Harman .. 184 .. 43 919 .. ..  
Luer .. 78 1 .. ..  
Union .. 154 .. 1 230 .. ..  
United .. 303 .. 617 142 31 .. ..  
Others .. 2,735 .. ..

Total .. 4,970 876 1,790 421

### CINCINNATI

Cattle Calves Hogs Sheep  
Gall .. .. 344  
Kahn's .. .. 900  
Lorey .. .. 46  
Meyer .. .. 1,741  
Schlachter .. 67 735 18,351  
Others .. 4,026 .. ..

Total .. 4,003 807 19,311 2,104

Does not include 168 cattle and 61 hogs purchased direct.

### DENVER

Armour .. 976 57 2,591 5,415  
Swift .. 1,143 94 1,978 7,738  
Cudahy .. 859 14 1,816 2,296  
Wilson .. 661 .. 235 3,044 1,109  
Others .. 3,143 .. ..

Total .. 6,882 400 10,629 16,558

### ST. PAUL

Armour .. 4,852 3,300 12,804 9,685  
Bartusch .. 1,004 .. .. 417  
Cudahy .. 1,069 734 .. ..  
Rifkin .. 878 37 .. ..  
Superior .. 1,393 .. ..  
Swift .. 5,585 2,157 39,375 3,728  
Others .. 2,217 2,580 6,304 1,507

Total .. 17,028 5,805 58,283 15,737

### FORT WORTH

Cattle Calves Hogs Sheep  
Armour .. 697 1,756 1,183 1,276  
Swift .. 1,449 1,895 1,457 1,286  
Blue Bonnet .. 301 20 185 .. ..  
City .. 390 36 100 .. ..  
Rosenthal .. 590 91 .. ..

Total .. 3,436 3,798 2,925 2,552

### TOTAL PACKER PURCHASES

Week ended Oct. 7, week 1949  
Cattle .. 148,634 167,075 165,467  
Hogs .. 533,038 251,968 230,739  
Sheep .. 87,884 93,477 117,742

### LIVESTOCK RECEIPTS

Receipts at 20 markets on Friday, October 6, 1950:

Cattle Hogs Sheep  
Chicago .. 1,500 8,500 1,000  
Kansas City .. 1,500 1,000 1,000  
Omaha .. 1,500 4,000 200  
St. Louis .. 1,200 6,500 1,000  
St. Joseph .. 500 2,000 1,000  
Sioux City .. 2,500 2,800 1,500  
St. Paul .. 3,000 9,500 3,000  
Indianapolis .. 400 7,000 700  
Buffalo .. 200 200 700  
Pittsburgh .. 400 300 1,500  
Cleveland .. 200 100  
Milwaukee .. 300 .. ..  
Louisville .. 300 1,200 300  
Nashville .. 300 400 .. ..  
Cincinnati .. 700 3,000 300  
Okla. City .. 500 1,050 100  
Ft. Worth .. 700 1,500 700  
Wichita .. 400 1,500 100  
Denver .. 400 2,800 12,000  
Baltimore .. 500 300 200

Totals .. 16,500 54,500 25,400

Wk. so far 202,000 413,000 329,000  
Last week 325,000 446,000 317,000  
Same wk. 1949 .. 333,000 452,000 350,000

Year to date 9,388,000 17,413,000 7,462,000  
Yr. ago 10,024,000 16,041,000 7,041,000

### CORN BELT DIRECT TRADING

Des Moines, Ia., October 12.—Prices at the ten concentration yards and 11 packing plants in Iowa, Minnesota:

Hogs, good to choice:  
160-180 lbs. .. \$14.50@18.25  
180-240 lbs. .. 17.50@19.50  
240-300 lbs. .. 18.50@19.50  
300-350 lbs. .. 18.00@19.25

Sows:  
270-360 lbs. .. \$18.00@19.00  
400-550 lbs. .. 15.00@17.50

Corn Belt hog receipts:  
This week .. 40,000 .. ..  
Same day .. 55,000 .. ..  
Oct. 6 .. 32,500 .. ..  
Oct. 7 .. 55,000 .. ..  
Oct. 8 .. 55,000 .. ..  
Oct. 9 .. 55,000 .. ..  
Oct. 10 .. 43,000 .. ..  
Oct. 11 .. 55,000 .. ..  
Oct. 12 .. 55,000 .. ..

## LIVESTOCK PRICES AT 11 CANADIAN MARKETS

Average prices per cwt. paid for specified grades of steers, calves, hogs and lambs at eleven leading markets in Canada during the week ended September 30 were reported to THE NATIONAL PROVISIONER by the Canadian Department of Agriculture as follows:

STOCK YARDS	GOOD STEERS	VEAL CALVES	HOGS*	LAMBS
	Up to 1000 lb.	Good and Choice	Gr. B <sup>1</sup> Dressed	G <sup>1</sup> Handyweights
Toronto .....	\$28.18	\$31.21	\$29.90	\$27.50
Montreal .....	30.75	30.75	29.10	27.40
Winnipeg .....	25.61	30.50	28.60	27.22
Calgary .....	26.86	28.96	29.00	25.10
Edmonton .....	27.00	29.00	29.00	23.00
Lethbridge .....	26.75	27.75	29.10	24.00
Fr. Albert .....	27.50	27.40	27.10	24.00
Moose Jaw .....	26.50	26.50	27.10	24.00
Saskatoon .....	26.50	29.00	27.10	24.50
Regina .....	25.55	26.90	26.85	24.00
Vancouver .....	27.50	28.00	27.25	27.25

\*Dominion government premiums not included.

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for Progressive Packers

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The casing valve with the internal fulcrum lever

An ingenious inside lever arrangement opens valve. Quick acting. Self closing.

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IMPROVE YOUR LARD

• We are shippers of carload and L.C.L. quantities of Hydrogenated LARD FLAKES.

Samples will be sent on request.

Our laboratory facilities are available free of charge for assistance in determining the quantities of Lard Flakes to be used and methods of operation.

THE E. KAHN'S SONS CO.

CINCINNATI 25, OHIO • Phone: Kirby 4000

## MEAT SUPPLIES AT NEW YORK

(Receipts reported by the U.S.D.A., Production & Marketing Administration)

STEER AND HEIFER:		Carcasses	BEEF CURED:		
Week ending Oct. 7, 1950	15,418		Week ending Oct. 7, 1950	10,501	
Week previous	14,480		Week previous	7,585	
Same week year ago	13,848		Same week year ago	590	
COW:			PORK CURED AND SMOKED:		
Week ending Oct. 7, 1950	2,033		Week ending Oct. 7, 1950	843,250	
Week previous	1,715		Week previous	625,400	
Same week year ago	2,290		Same week year ago	747,358	
BULL:			LARD AND PORK FATS:		
Week ending Oct. 7, 1950	873		Week ending Oct. 7, 1950	146,025	
Week previous	963		Week previous	193,373	
Same week year ago	645		Same week year ago	110,477	
VEAL:			LOCAL SLAUGHTER		
Week ending Oct. 7, 1950	17,849		CATTLE:		
Week previous	14,290		Week ending Oct. 7, 1950	6,885	
Same week year ago	10,565		Week previous	7,290	
LAMB:			Same week year ago	6,220	
Week ending Oct. 7, 1950	37,543		CALVES:		
Week previous	34,424		Week ending Oct. 7, 1950	9,184	
Same week year ago	26,816		Week previous	9,647	
MUTTON:			Same week year ago	10,245	
Week ending Oct. 7, 1950	448		HOGS:		
Week previous	714		Week ending Oct. 7, 1950	44,581	
Same week year ago	1,202		Week previous	46,550	
HOG AND PIG:			Same week year ago	45,561	
Week ending Oct. 7, 1950	13,779		SHEEP:		
Week previous	15,290		Week ending Oct. 7, 1950	35,578	
Same week year ago	9,945		Week previous	35,301	
PORK CUTS:			Same week year ago	35,867	
Week ending Oct. 7, 1950	1,846,714		COUNTRY DRESSED MEATS		
Week previous	1,549,338		BEEF CUTS:		
Same week year ago	1,876,878		Week ending Oct. 7, 1950	5,988	
BEEF CUTS:			Week previous	6,000	
Week ending Oct. 7, 1950	233,594		Same week year ago	4,454	
Week previous	97,837		HOGS:		
Same week year ago	61,533		Week ending Oct. 7, 1950	...	
VEAL AND CALF CUTS:			Week previous	...	
Week ending Oct. 7, 1950	13,713		Same week year ago	3	
Week previous	25,441		LAMB AND MUTTON:		
Same week year ago	25,441		Week ending Oct. 7, 1950	114	
LAMB AND MUTTON CUTS:			Week previous	142	
Week ending Oct. 7, 1950	11,397		Same week year ago	288	
Week previous	1,340				
Same week year ago	150				

<sup>1</sup>Incomplete.

## WEEKLY INSPECTED SLAUGHTER

Slaughter at 32 centers during the week ended October 7 was reported by the USDA as follows:

	Cattle	Calves	Hogs	Sheep & Lambs
<b>NORTH ATLANTIC</b>				
New York, Newark, Jersey City...	6,885	9,184	44,581	35,578
Baltimore, Philadelphia	5,801	1,368	27,390	1,112
<b>NORTH CENTRAL</b>				
Cincinnati, Cleveland, Indianapolis...	11,686	3,130	66,036	7,625
Chicago Area	26,429	6,849	84,965	11,811
St. Paul-Wisc. Group	25,616	28,126	120,552	9,948
St. Louis Area <sup>1</sup>	14,426	9,459	60,032	12,728
Sioux City	10,299	1,088	25,434	6,951
Omaha	22,519	1,088	51,774	18,440
Kansas City	16,544	4,932	41,983	11,745
Iowa and So. Minn. <sup>2</sup>	18,171	4,277	201,885	23,240
<b>SOUTHEAST</b>				
South Central West	7,120	5,684	22,693	...
Rocky Mountain <sup>3</sup>	19,114	9,518	65,804	18,246
Pacific <sup>4</sup>	8,447	781	13,647	20,615
	17,550	2,048	29,953	28,394
Grand Total	210,598	81,583	876,728	211,481
Total week ago	232,145	80,860	832,441	215,158
Totals same week 1949	204,452	87,007	831,286	240,127

<sup>1</sup>Includes St. Paul, So. St. Paul, Newport, Minn., and Madison, Milwaukee, Green Bay, Wisc. <sup>2</sup>Includes St. Louis National Stockyards, E. St. Louis, Ill., and St. Louis, Mo. <sup>3</sup>Includes Cedar Rapids, Des Moines, Ft. Dodge, Mason City, Marshalltown, Ottumwa, Storm Lake, Waterloo, Iowa, and Albert Lea, Austin, Minn. <sup>4</sup>Includes Birmingham, Dothan, Montgomery, Ala., Tallahassee, Fla., and Albany, Atlanta, Columbus, Moultrie, Thomasville, Tifton, Ga. <sup>5</sup>Includes So. St. Joseph, Mo., Wichita, Kansas, Oklahoma City, Okla., Ft. Worth, Texas. <sup>6</sup>Includes Denver, Colo., Ogden and Salt Lake City, Utah. <sup>7</sup>Includes Los Angeles, Vernon, San Francisco, San Jose, Vallejo, Calif.

NOTE: Packing plants included in above tabulations slaughtered approximately the following percentages of total slaughter under federal meat inspection during Aug. 1950—Cattle, 76.6; calves, 65.7; hogs, 73.5; sheep and lambs, 85.0.

## SOUTHEASTERN RECEIPTS

Receipts of livestock at eight southern packing plants located at Albany, Columbus, Moultrie, Thomasville and Tifton, Georgia; Dothan, Alabama; Jacksonville and Tallahassee, Florida, during the week ended October 6 were:

	Cattle	Calves	Hogs
Week ended October 6	1,806	1,806	12,682
Week previous	1,823	2,951	14,192
Cor. week last year	1,578	1,637	8,947

# CLASSIFIED ADVERTISING

## POSITION WANTED

**YOUNG MAN**, college graduate, desires position as assistant to president of packing and processing plant. Have varied experience in production, planning and purchasing in medium sized packing plant. Will relocate in middle Atlantic or northeastern states. References furnished. W-340, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**PACKINGHOUSE EXECUTIVE**: Desires position as manager or superintendent in west coast plant. Complete knowledge of all phases of operations, production and costs. 26 years' experience. Can furnish references and will make arrangements for interview. W-354, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**SALESMAN**: Desires position selling packinghouse supplies or equipment. 7 years' packinghouse experience. Own car and plane. Excellent references. W-357, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**SALES AND PROVISION MANAGER**: 20 years' experience. Familiar with chain store accounts and large shippers. Now employed in similar capacity. W-352, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**MEAT CANNING** expert, thorough knowledge of all canning and smoking. Long experience. W-342, THE NATIONAL PROVISIONER, 11 East 44th St. New York 17, N. Y.

## HELP WANTED

### COOLER MANAGER

Modern meat packing plant in western Pennsylvania needs **EXPERIENCED** cooler manager to sell home dressed beef, veal and lamb. Must be familiar with all phases of cost and production. Approximate slaughter per week 250-300 cattle, 200-250 calves, 250-300 lambs. Good future for right person. State experience, age, references and expected salary. W. 316, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**EXPERIENCED HOG KILL** and beef killing supervisor wanted by mid-western packer. Excellent opportunity for future for energetic capable man with know-how. Give full particulars on past experience and salary ideas in first reply. W-350, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

## HELP WANTED

### SALESMAN

**EXCELLENT** opportunity for man 25-40 years of age, with well known supplier to packing industry. Packinghouse experience desirable but not essential. Good working conditions and future. Salary and expenses. Must own car. Be willing to travel and locate anywhere in U.S. Give experience, previous employment and salary desired. W-353, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**WANTED**: Two men experienced in selling to meat packers and sausage manufacturers. Must know preparation of ready to eat meats and sausage products. Reputable, long established seasoning manufacturer has two lucrative established territories open, Texas and New York-New England. If you qualify for this unusual opportunity, write box W-355, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**PRACTICAL** hog kill—cutting foreman wanted for plant near Chicago. Would consider one who has had experience as assistant foreman for the position, as well as experienced foreman, to take charge of department handling 10,000 hogs per week. W-356, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**WANTED**: In Chicago, man experienced in conducting beef boning operations in government inspected plant. Salary plus commission basis. State experience and give references in first letter. W-351, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

**MAINTENANCE SUPERVISOR** wanted in medium sized central Indiana packing plant. Position now open. Contact Sam Harris Packing Company, Crawfordsville, Indiana, Phone 190.

**SKILLED BEEF BUTCHERS** for kill floor wanted. Very good earnings, steady work. Apply at 114 Moore Street, Philadelphia 48, Pa.

**SALESMAN** wanted to sell complete line sausage casings and seasonings. W-349, THE NATIONAL PROVISIONER, 11 East 44th St., New York 17, N. Y.

**COMPETENT SAUSAGE MAKER** wanted for small Colorado plant with excellent opportunity. Position must be filled immediately. W-354, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

## PLANTS FOR SALE

### FOUR MEAT PLANTS FOR SALE

2—in New Jersey  
2—in Philadelphia, Pa.  
\$20,000 to \$75,000. Beef or hog killing equipment. Two have full manufacturing equipment. All ready for immediate operation. Priced to sell.  
CHAS. ABRAMS—68 North 2nd Street  
Phone Walnut 2-2218 Philadelphia 6, Pa.

**SLAUGHTERING PLANT** for sale. B.A.I. inspection. Now doing \$5,000,000 business annually. Slaughtering 400 to 500 cattle weekly. Located in Los Angeles. Unusually attractive price. Room for expansion. Owner retiring. F2-345, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

## EQUIPMENT FOR SALE

### NEW & USED EQUIPMENT FOR SALE

Buffalo 32B Silent Cutter, 10 H.P., Grinder attached.  
Buffalo 32B Silent Cutter, 2 H.P. 18" bowl, like new.  
Cleveland Meat Grinder, 20 H.P., good cond.  
Cleveland Meat Grinder, 7 1/2 H.P., good cond.  
Sanders Meat Grinder, 10 H.P., good cond.  
Ice Crusher, 2 H.P. motor attached.  
40 Sausage Cages 42"x36"—4 stations.  
Ham & Loaf molds, new or used.  
2 Bake Ovens, Revolving, 108 loaf cap.  
2 Soaking Tanks, 6'x4'x3' deep. Cap.  
Stainless Steel Smoke sticks.  
Stainless Steel Bacon Hooks.  
Used Galv. Bacon Hooks.  
40 Galv. Bacon Curing Boxes, with lids.  
Stainless Steel Tree Hooks, asst. sizes.  
2 Scramble Kettles with ag.  
Tooth & Edmold Cleaning Machine.  
Lard Cooler & Agitator, 60 gal. cap.  
Trunz Bacon Slicing Machine.  
Liver Hanging Truck.  
Skid Lift Truck, with skids, Leverlift.  
Hamburg Patty Machine.  
Rockford Filler.  
Belly Roller, 2 H.P.  
Do All Elec. Band Saws, Meat & Bone, new.  
Jim Vaughan Band Saws, used.  
Kentmaster, Band Saws, used.  
Hoof Puller, new, 5 H.P.  
Boss Hog Hoist, new, 12'.  
Boss Hog Dehairer, Grate, used.  
Budget Hoist, 1/2 Ton, 34 per min.  
Can Filler, M. & S., 6 pocket.  
3 Cold Hold Plates, never used.  
Retorts 4—Horizontal, with baskets.  
Everything priced to sell.  
CHAS. ABRAMS—68 N. 2nd St.  
Walnut 2-2218 Philadelphia 6, Pa.

# CLASSIFIED ADVERTISING

Unless Specifically Instructed Otherwise, All Classified Advertisements Will Be Inserted Over a Blind Box Number.

Undisplayed: set solid. Minimum 20 words \$4.00; additional words 20c each. "Position wanted," special rate: minimum 20 words \$3.00, additional words 15c each. Count address or box number as 8 words. Headlines 75c extra. Listing advertisements 75c per line. Displayed, \$0.25 per inch. Contract rates on request.

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## EQUIPMENT WANTED

WANTED TO BUY: Stainless steel steam jacketed 200 gallon kettle with agitator. HERTVITZ PACKING CO., 1146 S. Cameron St., Harrisburg, Pa.

## EQUIPMENT FOR SALE

### JACKETED KETTLES

10—Stainless 60, 75, and 80 gal. Kettles for immediate delivery (Larger sizes new, few weeks delivery).  
30—Aluminum 20 gal. up to 1200 gal. Kettles.  
2—Dopp seamless 350 and 600 gal. Kettles.  
1—Steel 2000 gal. Open top, agitated Kettle.

### OTHER SELECTED ITEMS

1—Anco Continuous Screw Cracking Press  
2—5'x9' Anco Cookers; 1—Anco 4'x9' Lard Roll  
1—Anco #261 Grease Pump, motor driven  
70—Rectangular Aluminum Storage tanks, 800, 650, and 200 gals.  
1—Self-Adjusting Carton Gluer-Sealer and Compression unit.  
Used and rebuilt Anderson Expellers, all sizes

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10—Galv. 8 hook sheep logs similar to Globe 26577.  
64—Galv. 10 hook sheep logs similar to Globe 26621 with necessary trolleys.  
Call: Chicago, Illinois, Eaterbrook 8-1128 or Elburn, Illinois, Elburn 2651

## ANDERSON EXPPELLERS

All models. Rebuilt, guaranteed, or AS IS. Pittcock and Associates, Glen Riddle, Pennsylvania.

FOR SALE: Several Anderson R. B. expellers in very good condition. \$3850.00 F.O.B. Norwalk. California Extraction Company, Box 187, Norwalk, California.

## PLANTS FOR SALE

PACKING PLANT for sale: Medium size modern plant located in central Pennsylvania. Slaughtering capacity 100 cattle and 400 hogs weekly. Also 50,000 lbs. weekly sausage capacity in new modern up-to-date kitchen. Large territory to do business in, and plenty of livestock to be bought locally. Also fleet of trucks. Must sell because of ill health. A good chance for the right man. For further information write Box FS-844, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

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Packing house in center of state's best livestock area, both cattle and hogs. On rim of the rich citrus belt and less than 100 miles from large industrial cities. Killing capacity 1000 hogs and 160 cattle per week. Complete sausage kitchen. Flexible overhead makes it possible to operate profitably at half capacity if desirable. Will sacrifice due to ill health on any reasonable terms. FS-836, THE NATIONAL PROVISIONER, 407 S. Dearborn St., Chicago 5, Ill.

COMPLETE FEDERALLY INSPECTED PACKING PLANT FOR SALE, YAKIMA, WASHINGTON. Offered at substantially less than one half of reproduction cost. Completely equipped. Capacities: daily kill, 600 hogs or 500 sheep, 125 cattle; sausage-smokehouse, 120,000 lb. weekly; curing, 350,000 lb. A brochure has been prepared giving complete details of facilities, markets, freight rates, agricultural production, area information, labor and livestock data, etc., with maps, diagrams and layouts. Send for it today.

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and  
FROZEN FOOD PLANT

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**BARLIANT'S  
WEEKLY  
SPECIALS**

We list below some of our current offerings for sale of machinery and equipment available for prompt shipment at prices quoted F.O.B. shipping points.

## Smokehouse & Sausage Equipment

2114—SMOKEHOUSE: Griffith, electric, with trees, hangers, etc., 1 1/2 yrs. old, excellent cond. \$450.00  
2658—SLICER: U.S. 180-B, complete, used only 2 yrs. Anco, complete 750.00  
2636—BACON SLICER: Anco, complete with knives & motor 375.00  
2935—HAM PRESS: Globe 05.00  
2932—ADVANCE DIP TANK: Buffalo 175.00  
2933—BACON CURING BOXES: (10), excellent con. 23.50  
2714—CHIP STEAK MOLDS: Stainless steel, spring type ends 10.00  
2140—SILENT CUTTER: Buffalo 300, cap. 6002, with 50 HP. motor, self-emptying, excellent cond. 1450.00  
2174—SILENT CUTTER: Buffalo 348-B, direct drive, with 25 HP. motor, one set of knives, excellent cond. 575.00  
2772—GRINDER: Enterprise, 8 1/2" plate, direct drive, with 15 HP. motor. 850.00  
2074—SAUSAGE STUFFER: Randall 2005 cap., excellent cond. 425.00  
1964—SAUSAGE STUFFER: Buffalo 2309, cap. 1002 395.00

## Kill Floor & Rendering Equipment

2518—HOG ROAST: (NEW) Boss 12" \$1060.00  
8531—HOG DEHAIRER: Boss 10" \$44, grate type, silent chain drive, 15 HP. motor, automatic starter & push buttons 900.00  
1230—HOG DEHAIRER: John J. Dupps Co. Rojak 176, 225 hogs per cap., used 1 yr., complete with motor 1725.00  
2929—COMBINATION CASING CLEANING MACHINE: Anco, 3505, Fresh Process, complete with motor, excellent cond. 1950.00  
2570—HOG CASING CLEANER: Boss 2158, latest type, used only 1 week. 1375.00  
2457—TRIPE WASHER: Anco, 242, 20" lg. with 1 1/2" perforation, 2 HP. gearhead motor, excellent cond., like new 705.00  
2236—BEEF WASHER: (NEW) High Pressure, Globe Cat. #10902, less motor 325.00  
2195—ENTRAIL WASHER: (NEW) Globe 2303, size 30"x16", with motor & starter 1425.00  
2228—HYDRAULIC PRESS: 100 Ton, complete with hydraulic steam pump 950.00  
2769—TANKAGE DRYER: 4x6 Anco, with 10 HP. motor 775.00  
1494—COOKER: Jourdan 4x10, 25 HP. motor, chain drive, 3 yrs. old, less motor 1000.00  
2910—COMPLETE RENDERING UNIT: Used less than 5 yrs. consists of Anco 4 1/2"x10 Cooker, Anco, 4x7 Cooker, (1) Vacuum Pump 5"x7"x10", (1) Vacuum Pump 4 1/2"x5"x5", 300 Ton Anco. Hydraulic Press, Pump 8x1x12, (2) Cracking pans, motors & starters, less than 50% list price

## Miscellaneous

2934—KETTLE: Lee, 150 gal. cap., 902 pressure, stainless steel, like new. \$385.00  
2930—SCALE: Toledo Floor (New) original crate Model 31-1921 F0, 4x5 Platform, 10002 cap., 10002 dial, 2 tare beams 710.00  
2063—SCALE: Boiled Ham Weighing 100.00  
1644—CONDENSER: Niagara Aeropump, 18 ton cap. (New—never installed) 2300.00  
1273—ICE MACHINE: 3 Ton, Ammonia, excellent cond. 600.00  
2400—FLAKICER: Viker, 2 Ton 900.00  
1916—AMMONIA COMPRESSOR: York 9x9, 5' flywheel, 12 V Belts, 40 HP. motor, excellent cond. 1195.00  
1676—AMMONIA COMPRESSOR: York 9x9, 3-15, excellent cond. 900.00  
1396—RAPID POWER BOOSTER: Mfg. by Rapida Standard Co. Inc. 400.00  
2855—BOILERS: (2) 150 HP. with oil burners, framing, blowers, valves, etc., excellent cond. (For both) 4500.00  
2206—JUICE TANK: Flat bottom, 115 gal. 85.00

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FRONTIER 4-6900

DISPLAY ROOMS and OFFICES  
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Liquidators and Appraisers



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Firms listed here are in partnership with you. Products and equipment they manufacture and services they render are designed to help you do your work more efficiently, more economically, and make better products which you can merchandise more profitably. Their advertisements offer you useful product information you can use with profit.

Adler Company, The	21	Gray, P. G., Co.	66	New York Tramrail Co. Inc.	88
Advance Oven Company	248	Great Falls Meat Company	94	Niagara Blower Company	78
Advanced Engineering Corporation	71	Great Lakes Stamp & Mfg. Co.	188	Norton Products Corporation	287
Afral Corporation	22	Griffith Laboratories, Inc., The	3	North American Car Corporation	82
Agar Packing & Provision Corporation	56	Groeneveld Company, Inc.	64	North Side Packing Co.	64
Air-Way Pump & Equip. Co.	287	Hafnia Ham Co., Inc.	274	Oakite Products, Inc.	74
Allbright-Neil Co., The	Third Cover	Han, Boiler Corporation	13	Ohio Natural Casing & Supply Co.	88
Allen Gauge & Tool Co.	212	Hamburg Casing Co., Inc.	232	Ohio Provision Company, The	59
Allied Manufacturing Co.	272	Hammond Standish & Co.	57	Packers Supply Company	226
American Packing Co.	58	Hantover, Phil, Inc.	96	Packing House By-Products Co.	278
American Tag Company	74	Hastely Brothers Company	62	Paterson Parchment Paper Company	297
Ames Iron Works	212	Hebron Livestock Commission Company	285	Paterson Process, Inc.	297
Anderson, V. D., Company	279	Heckin Can Co.	78	Peterson, Arthur L., Inc.	63
Ardash Importing Company	277	Henschien, Evars & Crombie	69	Perk Dog Food Co.	232
Arkell Safety Bag Co.	86	Hensel, H. A., Tying Machine Co.	30	Peters Machinery Company	97
Aromix Corporation	99	Hercules Fasteners, Inc.	73	Pink Supply Company	232
Asmus Bros., Inc.	208, 248	Herrell Bros.	38	Pittsburgh-Erie Saw Corporation	92
Atmos Corporation, The	76	Hollenbach, Chas., Inc.	60	Plodim	7
Aula Company, Inc., The	76	Holly Molding Devices, Inc.	90	Powers Regulator Co., The	18, 19
Automatic Food Shaping Co., Inc.	96	Home Packing Co.	46	Prater Pulverizer Co.	284
Balentine Packing Company	46	Hormel, Geo. A., & Co.	52	Preservalline Manufacturing Co., The	189
Baltic Trade Company, Ltd.	277	Horwich, Vitkin Company, The	256	Productive Equipment Corp.	254
Barilant & Company	289	Hudson Sharp Machine Company	93	Provision Sales Agency, Inc.	64
Batavia Body Company, Inc.	15	Hunt Packing Company	286	Randall, R. T. & Co.	9
Beatrice Foods Co.	40	Hygrade Food Products Corp.	43, 286	Rath Packing Co., The	51, 286
Best & Donovan	4, 5	Illinois Meat Company	42	Republic Food Products Co.	61
Borelli, M. J., & Co.	291	Indianapolis Stock Yards Marketing Institute	38	Reynolds Electric Company	238
Boston Tram Rail Co.	92	International Air Conditioning Systems, Inc.	35	Rhineland Paper Company	290
Brecht Corporation, The	244	International Minerals & Chemical Corp.	282	Riley, C. W., Jr.	232
Brennan, P. Company, The	50	Iscovitz, Charles C.	286	River Markets Order Buyers	238
Browne, E. M., and Company, Inc.	285	Jamison Cold Storage Door Co.	95	Roberge, Phil Mfg. Co.	276
Bunn, B. H., Company	211	Josam Manufacturing Company	296	Roberts & Oake, Inc.	49
Burnette-Carter Company	285	Jordan Process Cooker Co.	81	Rodgers & Company	270
Buschman, E. W., Co., Inc., The	98	Julian Engineering Co.	190	R. O. Co.	270
Byrne & Dalton Co.	67	Kadiem, Inc.	291	Romm & Greisler	62
Cal-Campack Foods, Inc.	265	Kahn's, E. Sons Co., The	44, 287	Royal Packing Company	273
Campbell, G. W., & Co.	268	Kalamazoo Vegetable Parchment Co.	12	St. Louis National Stock Yards	39
Cardona-Stevens Co.	290	Kenneth-Murray & Co.	283	Sahlen Packing Co.	72
Carla Products	272	Kern, George, Inc.	62	Sahlen Packing Co., The	72
Caso's Pork Pack Co., Inc.	282	Kewanee Boiler Corporation	291	Salsman, Max J.	287
Cincinnati Butchers' Supply Co., The	6	Kingan & Company	54	Sayer & Co., Inc.	286
Cincinnati Cotton Products Co.	28	Knickerbocker Mills Company	276	Schwartz, B. & Co.	294
City Products Corporation	65	Koch Supplies	95	Seaberg, Edward R.	286
Clark Equipment Company	75	Kohn, Edward Co.	55	Sheet Metal Engineering Co.	286
Cleveland Cotton Products Co., The	77	Kold-Hold Manufacturing Company	246	Sinclair Packing Company	56
Cleveland Provision Company	45	Krey Packing Co.	45	Smith, Brubaker & Egan	68
Cooper, Fredrick B., Co., Inc.	277	Lacy Lee	275	Smith, H. P., Paper Co.	211
Continental Electric Co., Inc.	244	Lamier, Fabrice, Inc.	25	Smith's, John E., Company	Second Cover
Custom Food Products, Inc.	191	Lamson & Goodnow Mfg. Co.	99	Solvay Sales Division	
Danahy Packing Co., The	58	Lancaster, Allwine & Rommel	270	United Chemical & Dye Corporation	85
Daniels Manufacturing Company	273	Land O'Lakes Creameries, Inc.	24	Sparkler Mfg. Co.	192
Davies, William G., Inc.	60	Lasar Manufacturing Company	80	Speco, Inc.	31
Deerfoot Farms Company	54	Legg, A. C. Packing Co., Inc.	236	Stahl-Meyer	59
Deming Company, The	211	Leland Chemical Company, Inc.	236	Standard Casing Co., Inc.	84
Detroit Packing Co.	63	Levi, Berth & Co., Inc.	16	Stange, Wm. J., Company	Insert
Dewey and Almy Chemical Co.	292	Licht, M. & Son	244	Starn, John E., Co.	68
Dirigo Sales Corporation	274	Link-Belt Company	23	Snicher Packing Co., The	57
Dippel, C. E. & Company, Inc.	86	Linker Machines, Inc.	34	Superior Packing Co.	54
Dromgold & Glenn	258	Little Rock Packing Co.	44	Svensden, Saml	68
Drying Systems, Inc.	94	Lobrev, Henry Co., The	58	Swift & Company	Fourth Cover
Dunbar, Moody	238	Louisville Provision Company	58	Sylvania Division, American Viscose Corp.	88
du Pont, E. I., de Nemours & Co., Inc.	29	Luse-Stevenson Co.	276	Tennessee Eastman Corporation	200
Duppe, John J. Co.	14	Mack Trucks, Inc.	27	Thomas-Albright Co.	258
DuQuoin Packing Co.	58	Maloney Brokers & Co.	275	Tobin Packing Co., Inc.	53
Eisenstadt, William	280	Marathon Corporation	37	Townsend Engineering Company	91
Electric Auto-Lite Company, The	252	Marhofer Division of Kuhner Packing Co.	59	Townsend, Harold W.	274
Elliott, George H., & Company	280	Martinez, Joseph Packing Co.	62	Tynan, W. M. and Company	67
Emmatt Packing Company	61	Materials Transportation Company	268	Union Steel Products Co.	89
Emmatt Livestock Company	38	Mather Stock Car Co.	98	United Cork Conical Co.	70
Emge Packing Co., Inc.	60	Mayer, H. J., & Sons Co., Inc.	52	United Research Laboratories	277
East Tennessee Packing Company	85	Mayer, Oscar & Co.	275	U.S. Rifeing Machine Company	29
Enterprise Incorporated	291	McCarthy, C. A., Inc.	285	U.S. Thermo Control Company	79
Exact Weight Scale Company, The	187	McMurray, L. H., Inc.	285	Van Loan & Company, Inc.	283
Far-Zuperior	270	Meat Industry Suppliers, Inc.	194	Vibbert and Sons	67
First Spice Mixing Co.	72	Merkel's, Inc.	65	Vilner Manufacturing Co.	8
Fischer, Henry Packing Co., Inc.	48	Meyer, H. H. Packing Co., The	48	Visking Corporation	197
Fowler Casing Co., Ltd., The	286	Middleland Paint & Varnish Co.	273	Vogt, Henry, Machine Company	20
Frank, G. F. & Sons, Inc.	90	Mittler & Hart	46	Warner-Jenkinson Mfg. Co.	291
French Oil Mill Machinery Co., The	10, 11	Mitrint, Inc.	33	Wass Food Products Company	64
Fruchtbaum, Morris	277	Mitts & Merrill	80	Watkins & Potts	285
Fulton Beef & Provision Co.	59	Mixers, Inc.	212	Wellier, Jack & Co.	281
Gair, Robert Company, Inc.	87	Monarch Provision Co.	264	Wilson & Co.	41
General Mills, Inc.	84	Monson, R. H., Co.	285	Wingner Mfg. Co., Inc.	69
Georgia Packing Co.	61	Morrill, John & Co.	47	Wixon Spice Co.	254
Girdler Corporation, The	193	Murray, D. J. Manufacturing Co.	232	Wood, J. C. & Company	275
Globe Company, The	100	Nebraska Beef Co., Division of American Packing Co.	58		
Gold Medal Packing Corporation	60				
Goodwin Casing Co.	238				
Goodyear Tire & Rubber Co., Inc.	7				

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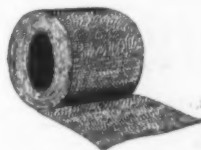
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E. T. NOLAN  
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# ANNUAL MEETING ISSUE

## Contents

AS THE EDITOR SAW THE CONVENTION ..... 101

## POLICY MAKING

Chairman Krey's Annual Report ..... 102  
Hormel Advises: Write Your Own Ticket ..... 117  
Holmes Looks at the Future ..... 243  
An Outsider Looks at Meat Packing ..... 114

## NATIONAL AFFAIRS

Money Management and Business ..... 112  
Pay the Defense Bill Now ..... 104  
What Will Social Security Cost? ..... 108  
Challenge of Agriculture ..... 205

## FACTS AND IDEAS FOR OPERATORS

Insulating Materials and their Use ..... 136  
Selecting and Maintaining Evaporators ..... 139  
How to Treat Packinghouse Waste ..... 141  
Maintenance of the Plant ..... 143  
New Developments in Curing Bacon ..... 190  
New Methods of Producing Lard ..... 195  
Brine Curing of Hides ..... 183

## SALES AND MERCHANDISING

Management's Debt to Salesmen ..... 147  
Importance of Individual Retailer ..... 145  
Example of Poor Selling ..... 149  
Organizing a Sales Program ..... 150

## LIVESTOCK

Cattle on Grass in the South ..... 155  
What the Pig Hatchery Is and Means ..... 153  
Advances in Meat Animal Production ..... 151  
Pigs, Packers and Grading ..... 159  
Demonstration of Hog Grades ..... 161  
Antibiotics, B<sub>12</sub> and Tankage ..... 181

## PREPACKAGING

Production and Operating Problems ..... 163  
Effect of Light on Packaged Meat ..... 166  
Technical Aspects of Prepackaging ..... 166  
Panel Discussion by Retailers ..... 168  
Trends in Prepackaging Sausage ..... 224

## SAUSAGE

Outlook for Sausage and Meat Supplies ..... 201  
Helping the Dealer Build Demand ..... 233

## ACCOUNTING

Budgeting Your Operations ..... 173  
Progress on the Government Report Problem ..... 174  
Panel on New and Better Accounting Methods ..... 178

1950-51 OFFICERS OF THE INSTITUTE ..... 107

## SPECIAL FEATURES

Dedication of AMIF Laboratory ..... 214  
Awards to 50-Year Veterans ..... 219  
Annual Dinner ..... 204  
Supper Dance ..... 210  
Picture Section ..... 119



E

01

02

17

43

14

12

04

08

05

36

39

41

43

90

95

83

47

45

49

50

55

53

51

59

61

81

63

66

66

68

224

201

233

173

174

178

107

214

219

204

210

119